

STANDARD OPERATIONAL FORMAT & GUIDANCE for REPORTING PROGRESS on the UNDAF

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**UNITED NATIONS
DEVELOPMENT GROUP**

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Preamble

General Assembly resolution A/RES/62/208 on the triennial comprehensive policy review (TCPR) underscored that the Resident Coordinator, supported by the United Nations Country Team (UNCT), should report to national authorities on progress made against results agreed in the United Nations Development Assistance Framework (UNDAF).¹ This request was reiterated in Economic and Social Council (ECOSOC) resolution 2009/1, which specifically requested that the Secretary-General, through the United Nations Development Group and its member agencies, develop a standard operational format on reporting for this purpose, bearing in mind the need to reduce the administrative burden and transaction costs.

The standard operational format and guidance for developing the UNDAF Progress Report are a direct response to these requests. They are a product of an extensive consultative process with UN staff at both headquarters and country levels.

In addition, UNDG sees the standard operational format for reporting progress on the UNDAF as part of UN reform efforts towards greater system-wide coherence, simplification and harmonization. It also represents the UN's response to the wider aid effectiveness agenda by supporting greater mutual accountability between the UN and national authorities at country level.

The ECOSOC resolution included an explicit statement on the need to reduce the administrative burden and transaction costs. As with other UN reform coordination initiatives, there will be time and other costs incurred when developing the UNDAF Progress Report. However, to minimize these costs, this guidance is based, to the extent possible, on material drawn from information and reports from existing systems and processes that Country Teams have in place.

The extent to which the administrative burden and transaction costs can be further reduced will be contingent upon introduction of parallel initiatives on, for example, common business practices and expenditure reporting, which are being addressed under other UNDG processes. These initiatives, once implemented, will help to provide clarity and reduce the burden to Country Teams of producing the UNDAF Progress Report.

¹ In this document, reference to national authorities includes technical ministries and development agencies corresponding to the mandates of UN agencies and bodies. The reporting also envisages social partners. In the case of outcomes related to labour and employment, 'social partners' includes workers' and employers' organizations.



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1. Introduction

The purpose of this guidance note is to help Country Teams to implement General Assembly resolution A/RES/62/208 on the TCPR effectively. It does this by providing Country Teams with a standard operational format for producing an UNDAF Progress Report.²

This guidance was developed following extensive review and consultations with UN staff in field offices and at headquarters. It also provides examples of good practice in the annual review process that were collected to serve as inputs to support this exercise by the undg.³ Consultations during the development of this guidance highlighted the importance of making it relevant and responsive to field needs and the commitment from the Country Teams, if the process is to be successful. The guidance is therefore designed to be short, concise and easy to use by Country Teams.

This guidance also responds to the need to offer flexibility to Country Teams in developing a coherent approach that is: (a) responsive to country needs; (b) fits with the context within which Country Teams operate; and (c) the level of capacity existing within Country Teams. To support those who will lead the development of the reporting approach and UNCT management, hyperlinks to examples from existing results reports and other relevant UN guidance are provided in the annexes.

The guidance on the UNDAF Progress Report is consistent with the UNDAF guidelines for Country Teams entitled: [How to Prepare an UNDAF: Part \(I\) Guidelines for UN Country Teams](#) and [Part \(II\) Technical Guidance for UN Country Teams](#).

According to the UNDAF guidelines, the UNCT and the government must conduct an annual review of the UNDAF. While it is essential that the annual review process is documented, an annual Progress Report is not mandatory. However, as a minimum, a single UNDAF Progress Report must be produced per UNDAF cycle.

The following is a summary of the contents of the different parts of the guidance:

- Part 2 elaborates key principles that the UNCT should consider;
- Part 3 identifies the purpose of the UNDAF Progress Report;
- Part 4 presents the standard operating format (structure) that UNCTs should use to develop the UNDAF Progress Report;
- Part 5 outlines the annual review process to develop the analysis and narrative for the sections of the UNDAF Progress Report; and
- Additional material and good practice examples are annexed.

² UNCT refers to representatives of the UN funds, programmes and specialized agencies and other UN entities accredited to a given country. It could also include representatives of the Bretton Woods institutions.

³ (a) [UNDAF Annual Review Process and Annual Review Reporting – Good Practice Study](#). Report produced for the undg, September 2009 and (b) [Mapping Exercise and Analysis of Agency Annual Report Requirements](#), June 2009.

2. Principles

- a. **The TCPR 2007 requests that “the resident coordinator, supported by the United Nations Country Team, should report to national authorities on progress made against results agreed in the United Nations Development Assistance Framework.” This request was reiterated in paragraph 10 of the 2009 ECOSOC Resolution, which further requested that “the Secretary-General, through the United Nations Development Group and its member agencies, develop a standard operational format for reporting for this purpose, bearing in mind the need to reduce administrative burden and transaction costs.”**

The undg interprets the above to mean that Country Teams must produce a report to national authorities on progress towards the UNDAF results at least once during the UNDAF cycle. However, the option remains open for the UNCT to decide, in consultation with government and other key partners, to produce more than a single UNDAF Progress Report per UNDAF cycle, if this will add value.

- b. **The UNDAF Progress Report should focus on reporting the UN’s contribution to results at the UNDAF outcome level.**

Results should be reported at the UNDAF *outcome* level, with discussion of the evidence of the UN’s contribution towards these results. Outcomes describe the intended changes in development conditions and normally relate to changes in institutional performance or behaviour among individuals or groups which partially result from UNCT cooperation. The report should not discuss UN

supported *activities*; it should only report on *outputs* in terms of how their achievement has contributed to the outcomes defined in the UNDAF results framework.

- c. **The UNDAF Progress Report is a tool to enhance mutual accountability with national authorities.**

The report is intended to contribute to the UN’s response to the wider aid effectiveness agenda by supporting greater mutual accountability between the UN and Member States at country level.⁴

- d. **The UNCT and government are required to have clear agreement on how the UNDAF Progress Report is to be used and the frequency of reporting.**

UN agencies and their partners remain accountable for the performance of individual projects and programmes, and the UNDAF Progress Report does not blur this existing line of accountability. The UNCT and government agree on how the UNDAF Progress Report is to be used to reinforce mutual accountability for progress towards UNDAF outcomes and any other uses of the report.

As a minimum, a single UNDAF Progress Report must be produced per UNDAF cycle, with the timing to be agreed between the Country Team and national authorities.⁵ The option remains open for the UNCT to decide, in consultation with government and other key partners, to produce more than a single UNDAF Progress Report per UNDAF cycle, if this will add value. Delivering as One countries are currently required to report annually.

⁴ Mutual accountability has become established as a consideration of development and aid effectiveness, although questions remain on its actual implications. For the purpose of the UNDAF Progress Report, mutual accountability is interpreted to mean the respective accountability of parties working together towards shared outcomes. This notion of respective accountability reflects the fact that accountability is not fungible and must, in the final analysis, be attached to a specific actor. Many stakeholders contribute to UNDAF outcomes and each is accountable for its contribution. The UNDAF Progress Report will focus on UNCT contributions to these outcomes and, as such, will address the respective accountability—at the outcome level—of each UNCT.

⁵ The suggestion is that the UNDAF Progress Report would have the maximum impact if produced in the first quarter of the last year of the UNDAF cycle. This will maximize the use of UNDAF evaluation work normally carried out in the penultimate year. First, the context analysis can draw upon the common country analysis work carried out in the penultimate year. Second, the annual review and UNDAF design processes in the penultimate year will both provide analysis of the relevance of the UN’s support and contribution, and agreement with the Government on lessons learned and the way forward. Finally, the UNDAF evaluation would enhance the credibility of results reported, as it would provide an impartial assessment of the evidence of the UN’s contribution and much of the narrative needed in the UNDAF Progress Report on the UN’s contribution by outcome.

e. Reporting is an integral part of a comprehensive and strategic UNDAF planning and programming cycle, which supports informed, evidence-based decision making.

The credibility of the results reported will depend on how well the UNDAF planning and annual review systems operate. The annual review process should inform and provide inputs for the UNDAF Progress Report. Ideally an UNDAF process reflects:

- Strong links to national priorities and national ownership of the UNDAF;
- An approach based on the current UNDAF guidelines or country-specific modifications;
- UN staff ownership of the UNDAF and strong support for the annual review process and UNDAF progress reporting by the UNCT;
- Involvement of both national authorities and UNCT members, including specialized and non-resident agencies;
- Simplified procedures and reduced transaction costs for partners, including government;
- A scale of effort appropriate for the country programme;
- A strong results-based management (RBM) approach, examining results areas and indicators against the work that has been done, the outputs and outcomes, and utilizing a credible monitoring and evaluation (M&E) plan and modification of the UNDAF based on periodic reviews and evaluations; and
- UNDAF programming principles, particularly the principle of human rights-based approach as established by the UN and specialized agencies.⁶

f. Strong engagement and ownership by national partners and the UNCT are critical.

Strong engagement, ownership and leadership are required from both national authorities and the UNCT in order to develop an UNDAF Progress Report. Unity of purpose and commitment within the UNCT, as well as the participation of national partners, are vital.

g. UNCTs have the flexibility to decide what and how much information is presented in the UNDAF Progress Report.

The UNDAF Progress Report should be short and focused on reporting results at a strategic level in order to minimize transaction costs and enhance clarity and value.

The standard operational format is applicable to most country situations, since the areas of focus are generic.⁷ The amount of narrative and evidence presented is decided by the UNCT in consultation with the national authorities and would reflect the performance information available. This will depend on the stage of the UNDAF cycle and the amount of analysis available from either the UNCT (i.e., UNDAF end-of-cycle or other evaluations) or the national authorities and other stakeholders.

h. Maximize use of data from existing reporting systems, wherever possible.

To assess progress towards outcomes, the UNCT will rely on data from national systems, where available. UNCTs determine how far outputs have been achieved and how far they are likely to contribute to the outcomes. In doing so, UNCTs also maximize the use of performance data from project/programme performance assessments, the RC Annual Report, and any process for reviewing UN reform.

⁶ Universal rights are part of each Member State's commitments under the UN Charter, the constitutions of the specialized agencies and related declarations and conventions. Each stage of the programming cycle should ensure that adherence to such principles and rights is promoted by the UNCT. Reporting should include measurement of progress on principles and rights.

⁷ The format is also applicable in post-conflict situations, where the UN has developed a transition plan. However, UNCTs should have flexibility to decide how to report on the UN's humanitarian response, where relevant.

3. Purpose of the UNDAF Progress Report

The UNDAF Progress Report serves as a tool to show progress towards achieving national development priorities supported by the UNDAF and thereby enhances mutual accountability. The UNCT consults with national authorities to ensure that they share common expectations on how the UNDAF Progress Report will be used, where the added value in enhancing mutual accountability will be gained, and when in the UNDAF cycle the report(s) will be produced. In fostering mutual accountability, the UNCT, government, and other key partners share key results to which they contribute.

In this context, it is important to remember that it is during the annual review process that the UNCT primarily engages with government and other partners, based on the use of robust performance information, to increase informed decision making and identify detailed commitments for the coming year. The UNDAF Progress Report will be accessible to a range of stakeholders both within the national authorities and more widely. The added value of the UNDAF Progress Report may therefore come through increased transparency, as it will become the single point of reference on what has been achieved at the UNDAF outcome level and the UN's contribution.

Since countries face different circumstances, the UNCT, in consultation with the national authorities, can identify whether the report might meet additional needs. Suggestions of additional purposes that might be considered include:

- a. Increasing information sharing;
- b. Increasing ownership of shared outcomes between the national authorities, other stakeholders and the United Nations;
- c. Strengthening the strategic management cycle for the UNDAF by linking assessments of performance, lessons learned and decisions on how the overall programme might be adjusted;
- d. Documenting agreed revisions of the UNDAF results framework and consequently changes/ adaptations for which the UN may be held accountable; and
- e. Reporting on implementation of key UN reform at country level and how the reform enhances UN coherence and effectiveness.

4. Standard Operational Format for the UNDAF Progress Report

This section provides an outline of the standard operational format for the UNDAF Progress Report. The format includes the following five sections and required annexes.

I. Introduction

Length: 2-3 pages

What should be covered?

- State the purpose agreed with the Government for the UNDAF Progress Report and summarize the process for developing the report;
- Briefly describe how relevant national strategies, the poverty reduction strategy paper (PRSP) and sector-wide approaches (SWAPs), if relevant, link to the achievement of the internationally agreed development goals, including the Millennium Development Goals (MDGs);
- Briefly describe the UNDAF, its time span, goals and links between UNDAF outcomes and achievement of the internationally agreed development goals, including the MDGs;
- State the period covered by the UNDAF Progress Report and describe any revisions of the UNDAF that occurred during the reporting period;
- Identify the UN agencies for which results are included and any changes in agency roles that have affected UNDAF reporting; and
- Cross reference to annex 2, which should include definitions of key terms to assist non-UN stakeholders unfamiliar with them.⁸

II. Key Development Trends

Length: 1-2 pages

What should be covered?

- Key changes during the reporting period that have affected the development context in which the UNDAF has been implemented; and
- External trends that affected the risks and assumptions made on what needed to be in place for the UN's support to be effective (i.e., political changes and emerging priorities that significantly changed policy focus, disasters [either humanitarian or natural], significant shifts in international prices, etc.).

III. Progress Towards the UNDAF Outcomes and the UN's Contribution

Length: Suggested 2 pages per UNDAF outcome

What should be covered under each separate UNDAF outcome?

- A summary of progress in achieving the outcome against the established baselines and targets for each outcome. This information should be normally drawn from information found in the government's reporting and data collection systems.
- A narrative report assessing the UN's contribution to achieving progress against the UNDAF outcomes (based on the annual reviews and, where possible, end-of-cycle reviews, by an inter-agency group responsible for M&E or equivalent). The narrative report should focus on:
 - (i) Describing the strategic contribution of concerned UN agencies; and (ii) whether there is evidence that the contribution has been greater thanks to better coherence between the agency outputs. There is no need to report on activities under projects and programmes, and UN outputs should only be identified in terms of how their achievement has contributed to a significant change at UNDAF outcome level. It should also focus on

⁸ The minimum number of annexes that should be appended to the UNDAF Progress Report is given in annex VI.

TCPR guidance on the contribution of UN operational activities to national capacity development and development effectiveness, including contributions to: (i) capacity building; (ii) South-South cooperation and development of national capacities; (iii) gender equality and women's empowerment; and (iv) transition from relief to development, as appropriate to each country context.

- b. Outcome level quantitative indicators rarely track performance under each of the UN's five inter-related programming principles—namely human rights, gender equality, environmental sustainability, results-based management and capacity development. The narrative report on the UN's contribution, however, must include an assessment of the degree to which these five principles have been reflected in the UN's overall contribution and towards making progress against UNDAF outcomes or other cross-cutting issues relevant to the country.
- c. Identifying advocacy successes of the United Nations that have led to the government increasing its commitment or prioritizing achievement of internationally agreed normative standards relevant to the UNDAF outcome.
- d. Presenting evidence showing that the UN's planned support remains relevant to the country context and national priorities.
- e. Describing progress on the implementation or realization of principles, rights or other normative standards.

IV. Progress on UN Reform

Length: 3 pages maximum

What should be included?

- A narrative identifying what the UNCT planned in this area for the reporting period and the degree to which these intentions have been met.
- A review of any improved functioning of the UN development system in line with TCPR guidance in terms of: (a) coherence, effectiveness and relevance; and (b) country-level capacity of the UN development system.
- Assessment of progress against agreed benchmarks and results, where agreed.

V. Lessons Learned and Way Forward

Length: 3-4 pages maximum

What should be covered?

- Remember that this section addresses issues at the UNCT level and therefore should not focus on what is happening within agency-specific projects and programmes, where accountability remains with the individual UN agencies and their partners.
- Building on the deliberations during the annual review process, the narrative should cover the following issues:
 - a. Changes in major planning assumptions, risks and emerging opportunities;
 - b. Continued relevance of UNDAF outcomes and outputs to national priorities and broader country context;
 - c. Corresponding adjustments to expected results (country programme outputs);
 - d. Revisions to strategies, planned activities, partnerships and resource allocations, and identification of those responsible for these changes; and
 - e. Any agreed changes in the UNDAF results matrix.

VI. Annexes to the Report

Annex 1: Description of the Annual Review Process

What should be covered?

- Describe the annual review processes undertaken and how they fed in to the progress report;
- Explain the annual review and coordination mechanisms that have been put in place by the UN and the government and the efficacy of their use, compared with what is proposed in UN guidance on the annual review process; and
- Assess the degree to which the process has been inclusive, including both non-resident and specialized agencies, and how the UNCT might strengthen this aspect in the future.

Annex 2: Definitions

What should be covered?

- Provide key definitions particularly for non-UN stakeholders and a listing of acronyms used.

Annex 3: Indicative and Provisional Programme Expenditures

What should be covered?

- Report on provisional expenditure across the whole UN at country level;
- Identify continued funding gaps against the indicative budget framework found in the UNDAF; and
- Discuss transaction costs and efficiency, where appropriate, as per TCPR reporting requirements.

5. Using the Annual Review Process to Develop the UNDAF Progress Report

Figure 1 illustrates how the information needed to complete the various sections of the UNDAF Progress Report can be developed as part of the annual review process, particularly the sections outlined above on reporting progress against UNDAF outcomes, the UN's contribution and progress on UN reform.

According to the UNDAF guidelines, the UNDAF annual review process is to be aligned with the review of the national development plan, to the extent possible. The agency-specific annual review processes would contribute to the UNDAF annual review. The annual review process is where the UNCT primarily engages with government and other partners to review overall progress towards results, and takes stock of lessons and good practices that feed into the annual planning processes and commitments for the coming year. In order to facilitate the UNDAF annual review process, the UNCT engages with national review mechanisms, where such mechanisms exist for monitoring the national development priorities and/or forms inter-agency groups around each national development priority reflected in the UNDAF.

As shown in figure 1, a UNCT may follow a three-step process for conducting an UNDAF annual review. In step 1, agency-specific annual consultations take place on their individual programmes/projects to review and agree on progress made, including on the related UNDAF outputs. The results of these consultations will feed into step 2.

In step 2, inter-agency groups responsible for M&E track the UN's contribution towards UNDAF outcome level results. The M&E groups prepare assessment reports by UNDAF outcome area, describing the progress made towards the UNDAF outcome and key UN's contributions (as per Section III of the format).

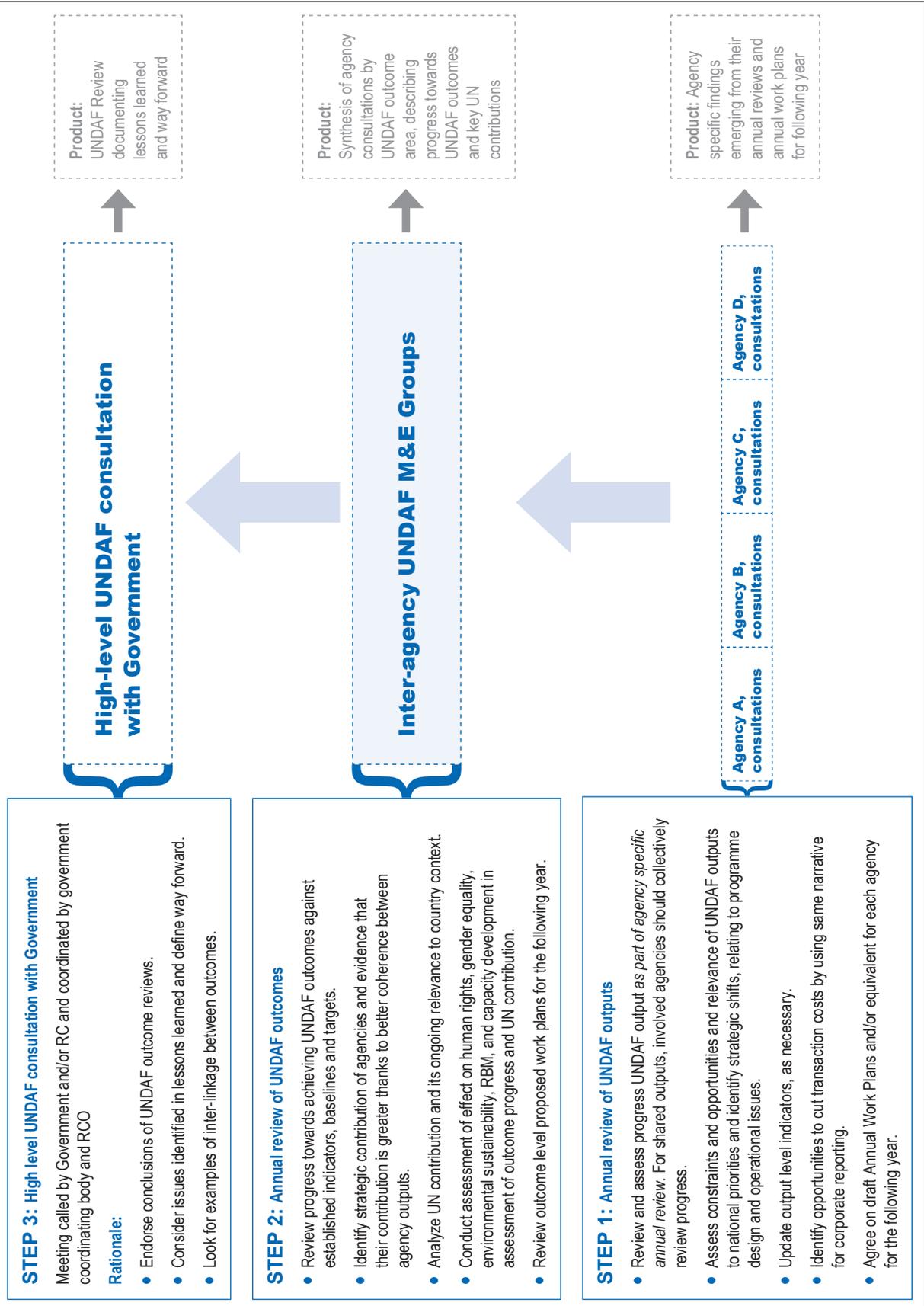
This leads to step 3 where a high level consultation with the government and other partners takes place to review overall progress. This is a once-a-year opportunity for all agencies and national partners to interact and review the collective contribution of the UN to national priorities based on the UNDAF. At this meeting, key lessons learned and the way forward is agreed and document (as per Section V of the format).

The consultative process, at all levels of the UNDAF results chain, should provide agencies and their national counterparts with an opportunity to assess and make recommendations related to the: planning assumptions, risks and emerging opportunities; continued relevance of the UNDAF results to national priorities; and any revisions to the planned UNDAF results (at various levels), including the related strategies, partnerships and resource allocations. Any adjustments to the UNDAF outcomes and outputs will need to be made to the corresponding inter-agency and agency documents to maintain consistency and alignment.

In a given year, when the UNDAF Progress Report is being developed, the annual reviews of the current and previous years (as appropriate) would help to generate different sections of the progress report, particularly sections III and V.

The recent Good Practice Study on UNDAF Annual Review Process and Annual Review Reporting and consultation during the development of this guidance identified a number of examples and approaches that UNCTs could consider in strengthening their annual review process. Based on field requests, these are summarized in annex 1 and include hyperlinks to relevant country-level examples. An example of contribution analysis is presented in annex 2. More examples will continue to be compiled and made available to Country Teams.

FIGURE 1: USING THE ANNUAL REVIEW PROCESS TO PRODUCE THE RELEVANT ANALYSIS FOR VARIOUS SECTIONS OF THE UNDAF PROGRESS REPORT



Annex 1. Examples of Good Practice in the Annual Review Process

The table below represents a compilation of country examples in four broad areas related to the annual review process. These examples have been collected in an attempt to share good practices, including in undertaking specific tasks related to the preparation, conduct and result of an annual review process. The examples may help provide further guidance and/or be adapted to different country contexts, as appropriate.

Area One: Planning the UNDAF annual review with national partners as a tiered cumulative process	
How to:	Examples
<ul style="list-style-type: none"> • Develop a concept note with guidance and a schedule for implementing the annual review and include them in the UNDAF • Determine a manager for the process such as a consultant, agency staff or a lead agency, with co-manager from the government • Determine the resources and time that should be applied to the process, in addition to how far in advance and/or periodically the analysis that should take place • Determine how non-resident agencies (NRAs) will participate • Develop jointly agreed terms of reference (TOR) for all stakeholders in the process and vet them • Develop a schedule for the annual milestones • Incorporate the process into the flow of UNCT reporting requirements and choices • Gain agreement with high level Government officials for the process and schedule • Promote adherence to process through the RC and Government counterpart and the agreement on deadlines 	<ul style="list-style-type: none"> • Pacific UNDAF 2008-2012 Annual Review Guidelines • Viet Nam: Guidance Note on PCG Annual Review, Reporting and Planning Process, 2009-2010 • Solomon Islands: Joint Strategy Meeting, Objectives, Methodology and Messages, 2008 • Papua New Guinea Mini-paper, Integrated UN Annual Progress Report (with flow of quarterly reports into annual report) • Cambodia, UNDAF Evaluation 2008 (concept note with government expectations) • Democratic Republic of the Congo, 2008 (UNDAF M&E concept note with budget for annual review meeting) • Malawi, 2008 Guidelines for UNDAF Annual Review • Bosnia-Herzegovina: TOR for UNDAF Evaluation Consultant 2009

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Area Two: Consolidating material from individual agency consultations into UNDAF Progress Reports	
How to:	Examples
<ul style="list-style-type: none"> • Develop UNDAF Outcome Reports • Develop templates for reporting at UNDAF outcome level • Ensure that cross-cutting issues are covered in the UNDAF Outcome Reports 	<ul style="list-style-type: none"> • Viet Nam: Guidance Note on PCG Annual Review, Reporting and Planning Process, 2009-2010 • Azerbaijan, UNDAF Annual Review Report 2008 (6 step process) • Bangladesh UNDAF Annual Review Report 2007 (6 outcome groups, 6 reports and 6 workshops) • Solomon Islands: UNDAF Annual Review Outline, 2008 (clear directives, dates, times, budget, roles of government) • Mongolia, 2007 Annual Review Report (preparatory data collection exercise by UN staff) • Turkey, 2008 UNDAF Midterm Review (notably, report structure)
Area Three: Gaining high-level endorsement of conclusions in the UNDAF annual review meeting	
<ul style="list-style-type: none"> • Determine with government partners the particulars of the meeting, the timing, agenda, and invitees • Consider whether donors should be involved in the meeting • Develop objectives for the meeting and determine what the outputs will be and the follow-up mechanisms to pursue the recommendations • Produce a workshop summary report including conclusions and recommendations, and annexes with presentations and other key documents (exchanges by stakeholders) 	<ul style="list-style-type: none"> • Liberia, 2008 Joint Annual Review Meeting Concept Note • Zimbabwe, 2007 'ZUNDAF' Annual Review Workshop

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Area Four: Revising the UNDAF and building RBM and M&E capacity

- Develop and revise the UNDAF and related operational documents in consideration of recommendations, lessons learned and good practices from the annual review
 - Promote capacity development in RBM and M&E for UN and government partner staff
 - Establish a division of labour among UNCT on particular areas of the UNDAF
 - Promote the participation of staff and their capacity development using high level support where needed
 - Establish a continuous feedback mechanism that prompts and documents follow-up actions; create a flow chart which depicts the way that the recommendations will be followed up and will influence the planning; and determine a schedule for issuing periodic progress reports on the follow up of the recommendations.
 - Revise the UNDAF M&E plan
- [Angola 2007 UNDAF Review and Revision](#)
 - [Bosnia-Herzegovina – UNDAF Annual Review 2008 \(review and revision of the UNDAF\)](#)
 - [Egypt M&E system and reporting framework and concept note on M&E 2009](#)
 - [Egypt M&E System Flow Diagram 2009](#)
 - [Egypt, Midterm Review Report, 2009](#)
 - [Kazakhstan, Annual Review 2008 \(summary matrix of progress\)](#)

Annex 2: An Example of Assessing the UN's Contribution

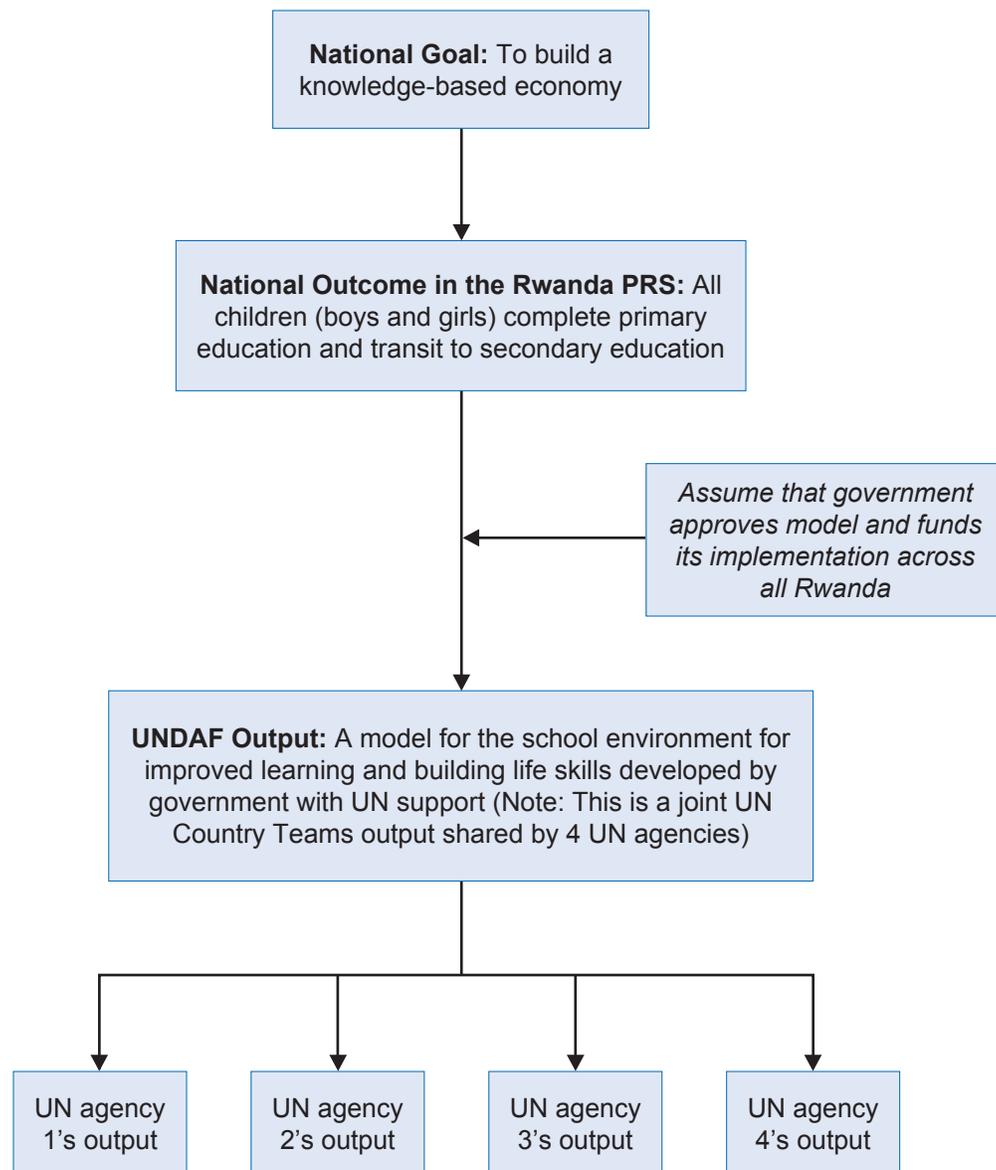
Little guidance is available on contribution analysis, which is key to reporting in the UNDAF Progress Report. An example of what an inter-agency group responsible for M&E might report in terms of the UN's contribution is shown below, based on the experience of the UN in Rwanda, and shows that contribution does not necessarily require large amounts of data. As illustrated below, the following points should be noted:

- The government's overall goal is to build a knowledge-based economy in Rwanda;
- Following good practice, the UNDAF outcome to which the UN is contributing is shared between the UN and government and other partners;
- The government would provide the data on primary school completion rates;
- The UNDAF output, which in this example is shared by four UN agencies, describes what the UN's contribution would be to achieving the related UNDAF outcome; and
- The four UN agencies contributing to this UNDAF output have also developed agency-specific outputs, which would be reviewed as part of the regular projects/programmes M&E processes.

The contribution analysis would then provide narrative evidence against the following questions:

- Have the four UN agencies delivered their specific outputs and on schedule? Note that each agency is accountable for its output and the UN programme officers should know the performance at this level;
- If all four UN agencies delivered their outputs on time, were these successfully integrated into a single model? Note this is where you would look for synergy and coherence between the outputs of the four involved agencies and the added value of a common country programming approach;
- If the UN delivered its UNDAF output, what evidence is there that the model will be implemented? In this case, the main evidence would be that the model was accepted by the government and funding for its rollout nationwide was put in place. Again, if it is clear what others are expected to do, this should not require collecting new data to answer;
- If over the next 3 to 5 years, the government reports a positive shift in the school completion rates, what evidence is there that this is partly due to the UN's contribution (the model)? In this case, the government piloted the model and evaluated its effects on primary school completion rates and found that there was strong evidence that the model for education proposed would have the intended effects upon completion rates.

FIGURE 2. ASSESSING THE UN'S CONTRIBUTION IN RWANDA



Annex 3. Examples of Good Practice for the UNDAF Progress Report

One UN Results Report Sections	Country	Hyperlinked Source & Title
1. Introduction		
2. Key Development Trends	<ul style="list-style-type: none"> Papua New Guinea 	<ul style="list-style-type: none"> Papua New Guinea National Development Trends 2008
3. Progress Towards The UNDAF Outcomes and the UN's Contribution	<ul style="list-style-type: none"> Papua New Guinea Malawi⁹ Viet Nam 	<ul style="list-style-type: none"> Papua New Guinea: Outcome Narrative for Education 2008 Malawi UNDAF Midterm Review 2009 Viet Nam 2008 One Plan Annual Report
4. Progress on UN Reform	<ul style="list-style-type: none"> Rwanda Uruguay 	<ul style="list-style-type: none"> Rwanda Concept Note on One UN and Four Ones 2007 Rwanda One UN Status Report 2008 Uruguay Delivering as One Progress Report 2009
5. Lessons Learned and Way Forward	<ul style="list-style-type: none"> Papua New Guinea United Republic of Tanzania Liberia Multi-country 	<ul style="list-style-type: none"> Papua New Guinea Progress Report (key lessons and recommendations) 2008 Tanzania 2008 Annual One Programme Report (See Annex 6-JP6.2, p.12 and Annex 3-JP3, p.13) Liberia UNDAF Annual Review Report 2008 Lessons Learned Delivering as One Pilot Countries
6. Proposed Annexes to the UNDAF Progress Report	1. Description Of The Annual Review Process <ul style="list-style-type: none"> Egypt 	<ul style="list-style-type: none"> Egypt M&E Structure
	2. Definitions <ul style="list-style-type: none"> United Republic of Tanzania 	<ul style="list-style-type: none"> Tanzania One Programme Annual Report 2008

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⁹ Highlight = waiting for submission

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One UN Results Report Sections	Country	Hyperlinked Source & Title
	<p>3. Indicative And Provisional Programme Expenditures (see Annex 4)</p> <ul style="list-style-type: none"> • Albania • Fiji • Uruguay 	<ul style="list-style-type: none"> • Albania 2008 One UN Program Annual Report • Pacific UNDAF Annual Review Report 2008 • Pacific Multi-country Programme Document, 2008-2012 • Uruguay One UN Coherence Fund Annual Report
Annex 5. Roles and Responsibilities in Production of the UNDAF Progress Report	<ul style="list-style-type: none"> • Viet Nam 	<ul style="list-style-type: none"> • Viet Nam: Guidance Note PCG Annual Review, Reporting and Planning Process 2009-2010

Annex 4: Annexes to the UNDAF Progress Report – Examples and Guidance

Annex 1: Description of the annual review process

What should be covered?

- Describe the annual review process, including timing, participation, etc.;
- Explain the annual review and coordination mechanisms that have been put in place by the UN and government partners, and the efficacy of their use, compared with what is proposed in UN guidance on the annual review process; and
- Assess the degree to which the process has been inclusive, including both NRAs and specialized agencies and how the UNCT might strengthen this aspect in the future.

Examples: See the flow diagram of the Egypt M&E and reporting framework and concept note on M&E (see annex 1, area 4 for link to documents).

Annex 2: Definitions

What should be covered?

- Provide key definitions particularly for non-UN stakeholders and a listing of acronyms used.

Examples: Tanzania Consolidated One Programme Annual Report 2008

Annex 3: Indicative and provisional programme expenditures

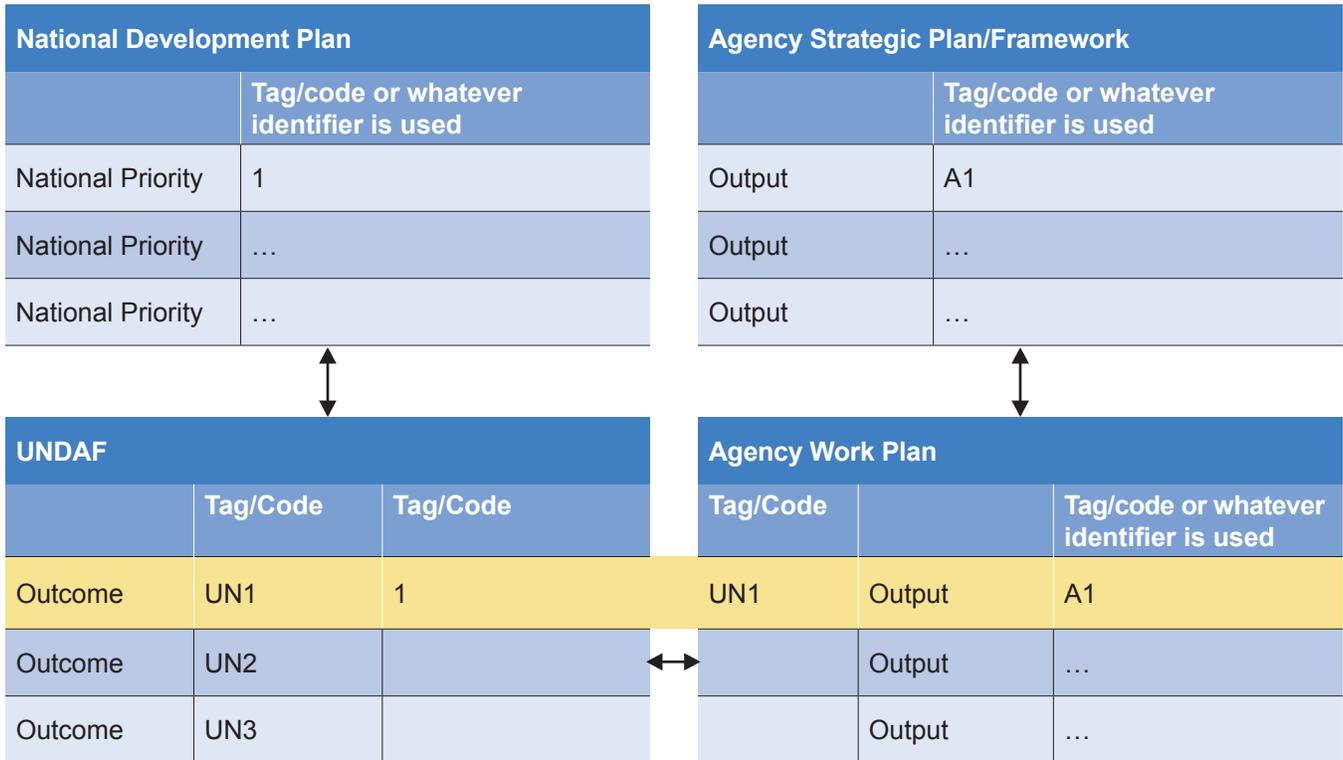
Reporting provisional expenditure across the UN system at country level remains a challenge. Except for multi-donor trust funds (MDTFs), including One Funds, administered by the MDTF Office and joint

programmes, current financial reporting systems are not designed to allow easy compilation of such data. An automated web-based reporting system, established by the UNDP MDTF Office, utilizes UNEX and expense categories agreed to by the UNDG in 2006. Prior to the development of an automated UN system-wide tool to facilitate the development of integrated reports, other UNDG work streams have to ensure: (a) consistent linking of programme expenditure in financial reporting systems to UNDAF outcomes by all relevant UN agencies; and (b) application of harmonized practices for cost classification across all UN agencies. The latter is soon to be reviewed by the UNDG and reissued on the basis of the 2006 agreement.

Until the above has been implemented, it is recommended that this part of the report focus on:

- Considering adopting the approach to reporting programme expenditure reflected in the examples provided in annex 3. For those agencies that do not currently have a system that links (expenditures in) their work plan (or the equivalent) to the UNDAF outcomes, a simple way of making such a link is shown in Figure 3 below. Experience suggests that while this takes considerable effort initially, it does reduce the subsequent burden on UNCTs, allowing them to focus on substantive analysis for the report. Introducing such a system should facilitate the preparation of reports against UNDAFs on the basis of the common budgetary framework, country development plans, agency plans and individual project plans, in response to requests from stakeholders, including agency headquarters, the Resident Coordinator, national governments and development partners.

FIGURE 3: EXAMPLE OF HOW TO APPROACH TAGGING EXPENDITURE DATA THROUGH AGENCIES FINANCIAL REPORTING SYSTEMS



Annex 5. Roles and Responsibilities for the Production of the UNDAF Progress Report

In the TCPR 2007, paragraph 96, the General Assembly underscored that the Resident Coordinator, supported by the United Nations Country Team, is responsible for reporting to national authorities on progress made against results agreed in the United Nations Development Assistance Framework. Therefore, ultimately the Resident Coordinator is responsible for delivery of the report.

Consultations clearly show, however, that production of the report is significantly easier if the roles and responsibilities of those involved, both from within the UNCT and more broadly, are clearly understood and accepted.

Broad roles and responsibilities for implementation of the UNDAF and monitoring and reporting are set out in the revised UNDAF guidelines.

Examples from the country level of definitions of roles and responsibilities for annual review and reporting processes are available in the draft Guidance Note for the 2009 Review Process for Viet Nam and Albania's Delivering as One UN (see annex 1).