

Annex of UN Team Experiences

Capacity Development

Tajikistan

Capacity Development for the National Development Strategy

In the framework of the formulation of the national development strategy (NDS), the UNCT has focused on building up the capacity of national counterparts and assisting them in taking ownership over the development agenda. In order to improve the Government's capacity to more effectively coordinate international assistance, the UNCT worked closely with the Government's Aid Coordination Unit, particularly on mechanisms for information sharing. This work was complemented by various sectoral initiatives. In the education sector the UN coordinated the work of the Education Donor Group for the implementation of the Fast Track Initiative and strengthened the capacity of the Ministry of Education to undertake reforms through the development and implementation of the Action Plan for 2006. In the health sector, UN agencies played an active role in increasing the capacity of the Ministry of Health, notably in the area of immunization. The UN also continuously provided support to the Secretariat of the National Coordination Council on HIV, TB and malaria, with the strategic goal of building sufficient national capacity for the next rounds of Global Fund grants. In the area of HIV/AIDS, the National Strategic Plan for 2007-2010 was developed by the Government with significant technical support from various UN agencies. Through its Disaster Risk Management Programme, the UN continued building the capacity of the Ministry of Emergency Situations, both in terms of disaster preparedness and reaction. The Ministry of Emergency Situations now chairs the REACT partnership, initially established by the UN, and which brings together all organizations working on disaster reduction and relief.

Thailand

Building Statistical Capacity at the Provincial Level

The MDGs were monitored at the provincial level and statistical capacity was strengthened for evidence-based planning. Provincial development planning was successfully geared towards the achievement of the MDGs. Local statistical capacities were further enhanced. Disparities within the Kingdom were highlighted and data were provided for informed development planning in vulnerable provinces.

Mozambique

Implementation of Education for the Reduction of Vulnerability Project

The Education for the Reduction of Vulnerability project was funded by UNDP and UNESCO and implemented by the Ministry of Education through the Institute for the Development of Education (INDE). The project sought to build educational capacity for the empowerment of local communities through the effective implementation of relevant local curriculum and teacher and development agency training. The project resulted in the production of a comprehensive teacher manual on local curriculum integrating content for the reduction of vulnerability in local communities. The project made a significant contribution to the strengthening of government institutional capacity to deliver and coordinate government, UN system, NGOs, and civil society.

Sao Tome and Principe

Capacity Building Initiative Targets Mayors

Capitalizing on the recent local elections and appointments, a capacity building initiative targeted mayors and their decentralized government structure. Conducted through the RC Office the initiative was developed to provide local authorities with the basic concepts related to development planning and community's participation. It also sought to convey that the MDGs must be a commitment of the community. The training was further aimed at building capacity for decentralized governance and ensuring the implementation and development of future action plans. The UNCT is supporting this preliminary investment with on-site technical assistance, including through an MDG indicator table.

Liberia

Special Representative of the Secretary-General Establishes County Support Teams

In 2006, the Special Representative of the Secretary-General established the County Support Teams (CSTs). The CSTs provide direct support to local authorities, in particular the offices of the superintendents. In conjunction with the CST, a joint UN programme in support of local administration was signed in September 2006. The intention was to build the capacity of local administration in assessing, planning, coordinating and raising resources for, and delivering essential services in support of the consolidation of civil authority and recovery. The purpose of this initiative is to

demonstrate the UN's commitment to Government's decentralization efforts as well as to ensure a coherent and consolidated UN approach to addressing country challenges. The initiative also intends to build capacity of Government institutions so that they can increasingly take over responsibility for security, reconstruction and development.

Algeria

Concerted Gender Coordination Effort

In 2006 the Gender Technical Group (GTG) focused its efforts along two principal axes: (1) collection, analysis, and exchange of information; (2) capacity building and integration. The GTG centered its work on the reinforcement of the internal UN capacity for gender analysis: 24 UN colleagues were trained on institutionalizing gender strategies and 20 programmes were formed on gender-based budgeting. The GTG developed a series of tools and practical guides for gender integration by the GTG. A list of gender related associations and research centers was finalized; a gender database was set up; a gender mainstreaming programming guide was devised; and a document on the international instruments for the protection and promotion of women's rights ratified by Algeria was updated. The GTG also established a forum for information sharing regarding gender equality in Algeria.

Macedonia

Peace and Development Advisor Deployed

A Peace and Development Advisor (PDA) was deployed to support the UNCT. Financed by UNDP, this was a joint initiative between UNDP's Bureau for Crisis Prevention and Recovery (BCPR), Regional Bureau for Europe and CIS (RBEC), and the UN Department of Political Affairs (UNDPA), who jointly formulated the concept for the post and the ToR. Lending expertise not normally represented in development agencies, the PDA reported directly to the RC and ensured critical programming linkages. The PDA's main obligations were to provide political analyses, analyze development implications and recommendations, and train staff to integrate conflict prevention capacities and considerations into programming. As the advisor was fully funded and administered by UNDP, only minor transaction losses were incurred. Yet, significant efficiencies were generated because UNCT members were granted sound and timely information in a highly volatile and complex post-conflict situation.

National Development Plans and Poverty Reduction Strategies

Republic of Congo

Supporting the Coordination in the PRSP Development Process

The UNCT supported the coordination and development of the PRSP. The Agency heads put in place consultation mechanisms to ensure inclusive, participatory support to the PRSP development process. The framework enabled wide development partner input and a fair distribution of technical support and financial resources based on comparative advantage. The process led to theme groups, participatory consultations, and support to M&E capacity building. Division of labor ensured support to national structures and efficiency gains and improved documentation quality. These arrangements also ensured an emphasis on core UN System activities in gender, human rights, and other UN core priorities.

Sri Lanka

Early Joint Input to the Preparation of the National Development Strategy (NDS)

With the participation of all UN agencies and the IFIs, the UNCT prepared a Joint Note to provide early input on the preparation of the National Development Strategy (NDS). Aligned with the thematic areas outlined in the UN Common Country Assessment – namely poverty reduction, good governance and the consolidation of peace – the note encouraged the Sri Lanka Government to consider items highlighted in the UN's Analysis for consideration in framing the NDS. The submission of the joint response to the Government and early open lines of communication allowed the UN to involve the Government effectively in the development of the UNDAF. In turn, the Government has been responsive and supportive of the UNDAF process.

Guinea-Bissau

Developing Capacity for PRSP Preparation

The UNCT strongly supported the Government's 2005-2008 Poverty Reduction Strategy Paper (PRSP) preparation. The PRSP was finalized and approved in September 2006, focusing on four priorities: (1) reinforce good governance, modernize the public administration, and ensure macroeconomic stability; (2) promote economic growth and job creation; (3) increase access to social services and basic infrastructure; and (4) improve the livelihood of the most vulnerable segments of the population. The UNCT supported the Government through training on needs assessment and MDG costing for key line ministry staff. Furthermore, additional training was provided on budget, macroeconomics, as well as result-based management.

Mauritania

Supporting the Strategic Poverty Reduction Framework

The UN System supported the government both technically and financially in its review and reformulation of its Strategic Poverty Reduction Framework 2006-2010 (French acronym: CSLP). This was achieved through various technical sectoral committees and theme groups. The UNCT further advocated for the integration of environmental and children's agendas in the CSLP. In terms of alignment with the MDGs, the new strategy represents a clear improvement.

Nigeria

Developing National Economic Empowerment and Development Strategy II (NEEDS II)

The Head of the National Planning Commission (NPC) participated in the UN Heads of Agency Retreat to present the road map for NEEDS II finalization. The UNCT prepared a joint UN review of NEEDS I with recommendations for NEEDS II. The UN continued to support the finalization of SEEDS (for states) and piloted, with DfID and other development partners, a participatory methodology for developing a local equivalent (LEEDS). This methodology is now under preparation for institutionalization with the NPC. The NPC has institutionalized the SEEDS benchmarking process and continues to promote it with the support of the UN System. The UNDAF II will be aligned with the national planning cycle and as the PRSP is yet to be fully realized, there is sufficient opportunity to align the UNDAF II with the next PRSP, or NEEDS II. In addition, the UN System has provided technical inputs on the most recent Government MDG Report, however, adequate baseline data and monitoring mechanisms remain a key concern. The UN System provided coordination for a workshop on MDG costing, facilitated by UNDP HQ and the Nigerian Government. An action plan is under preparation to further the outcomes.

Laos

Supporting the National Socio-Economic Development Plan (NSEDP)

The UN System provided substantive support to the development of the National Socio-Economic Development Plan (NSEDP) through the sector working groups. The NSEDP document clearly recognizes MDGs as being at the centre of national development efforts. The UNCT also provided secretariat and substantive support to the preparation of the Round Table Meeting, during which donors pledged over US\$ 400 million in support for NSEDP implementation. The NSEDP M&E system has yet to be finalized.

Yemen

First UN Joint Programme to support MDG-based Development Plan for Poverty Reduction

The UNCT established a UN Core Group which coordinated the UN system's support to the national development planning exercise, including UN/donor engagement and technical discussions on support, evaluations, missions, and other resources requirements. The group agreed on terms of reference and met regularly. The coordination mechanism ensured that the process of UN engagement remained informed and could continuously review its response to the emerging problems and the bottlenecks in the national development planning process. There were no financial transaction costs involved, however the Core Group did require a sustained commitment from UN agencies in terms of staff time devoted to the work of the group.

Macedonia

Supporting the First National Development Plan

The UNCT supported the government in preparing its first National Development Plan, which covers the period 2007-2009. The UNCT advocated for an inclusive process. The municipalities were consulted in the plan's first ever preparation and the priorities expressed in the local MDG-based development plans (prepared with UNCT support) were considered. The plan addressed a major shortcoming: the lack of a coherent development plan or an agreed Poverty Reduction Strategy. With the launch of this new plan, the UNCT is now well positioned to advocate for, and support the achievement of, the MDGs in the local development arena.

Serbia

Coordinating and Implementing the Poverty Reduction Strategy

The UNCT worked closely with the Serbian Government Team to support the implementation of the Poverty Reduction Strategy (PRS). A conference was organized to demonstrate the progress in strategy implementation and collecting best practices. In addition, the UNCT supported implementation of the PRS through the National Plan of Action for Children and its localization in 16 municipalities. Together with key national and international institutions, UN Agencies are now actively participating on developing local coordination mechanisms. The initial task of the respective working group is to map municipal development of local strategies and related bodies.

Djibouti

Development of New Participatory UNDAF

The process of conducting the new CCA, including the mid-term review of the UNDAF 2003-2007 and the formulation of the UNDAF for the period 2008-2012, were all characterized by a high level of participation by the Government and civil society. Both the CCA and the findings of the mid-term review constituted the basis for the formulation of the new UNDAF. The mid-term review of the 2003-2007 UNDAF consisted of an assessment of the progress made towards attaining the national and UNDAF objectives. It also included an adaptation, where necessary, of planned activities to improve UNCT response to changing realities. The formulation process started in December with a participatory strategic workshop jointly chaired by the Minister for International Cooperation and the Resident Coordinator, and involving government and civil society as well as UN agencies. The first draft of the 2008-2012 UNDAF was developed, with the final document to be signed in early 2007. The three domains of cooperation (local development, basic social services and good governance), collectively identified by the participants in the process, complement the National Social Development Initiative as launched by the President of Djibouti in January 2007.

Cambodia

2006-2010 UNDAF Aligned with Prior National Strategic Development Plan

The UN's Development Assistance Framework was prepared and signed in 2005, after the completion of the National Strategic Development Plan (NSDP). The four priorities in the UNDAF match the NSDP framework and approach, particularly in terms of Cambodia's own Millennium Development Goals (CMDGs). The UNDAF clearly reinforces UN alignment with the national strategic plan, successfully positions the UN as a collective, and increases UNCT awareness to the NSDP and other relevant agency commitments.

Tunisia

Assessing UN Cooperation

The UNCT decided not to conduct a final UNDAF review given a number of limitations in the UNDAF. The monitoring framework of the 2002-2006 UNDAF was weak, given that it was a first generation product. Moreover, the culture of results-based management and the capacity for monitoring and evaluation was uneven in the UNCT and its counterparts. As there was no regular review over the period of UNDAF implementation (other than a mid-term review in November 2004), progress towards achieving its outcomes was not easily captured. According to the UNCT, the UNDAF did not play a major role in influencing the direction or content of the individual agency programmes. In essence, it proved to be a loose framework, with limited ownership and did not provide a strategic focus for action around which UN support could be coordinated. However, a quick assessment was carried out in 2006. The assessment revealed that in general UN cooperation was viewed positively by partners. The UN's policy dialogue and development interventions were deemed relevant to country priorities and have influenced the preparation of Tunisia's 11th National Development Plan. UN support in the field of capacity building and technical assistance, specifically in the areas of planning and management, were appreciated.

Panama

UN Contribution to National Development Process

At the request of the Government, the UN System in Panama facilitates the "Concertación Nacional" process. The process aims at reaching sustainable national agreements on key development issues. This engagement contributed to the strengthening of democracy, the consultative setting of national priorities, and allowed the UNDAF to be properly aligned with national priorities.

Jamaica

Participatory CCA and UNDAF Process

The formulation of the CCA was a truly participatory and inclusive process, incorporating hundreds of stakeholders from every sector and level of society, including several rounds of consultation with the Government, civil society, international development partners, and the private sector. The UN System priorities were decided at the Strategic Planning Retreat (SPR), held at the end of January 2006. A series of working sessions with UN Programme personnel followed the SPR to build on the preliminary Results Matrix agreed to in the SPR and to develop the M&E Framework. Final drafts of these matrices were produced and shared with key partners and the feedback subsequently used to produce a first UNDAF draft. After feedback from all local partners and the Regional Support Team this first draft was finalized and shared with the Government of Jamaica in May 2006.

South Africa

Development of the UNDAF 2007-2010 Based on Paris Declaration Principles

The intended purpose of this process was to ensure that the UN positioned itself in South Africa as a more relevant and effective development partner. The goal was to ensure that the process was nationally owned at all levels, and that the UNDAF results matrix was fully aligned with the Government of South Africa's development priorities and national Programme of Action. While the UNDAF was developed with full involvement of the Government, the CCA was prepared by the Government and is now being used as the basis for engagement with other donor agencies. The Department of Foreign Affairs was successful in mobilizing a significant number of key Government departments to engage in the process, specifically at the UNDAF prioritization workshop. The UNDAF, as a product, now reflects the principles of national ownership, alignment, and mutual accountability.

Uruguay

UNDAF Process Carried Out in Non-UNDAF Country

The UNCT in Uruguay decided to carry out the UNDAF process in a non-UNDAF country. The voluntary character of this process was a key factor in enabling the UNCT to be proactive, develop a true sense of ownership, and learn throughout the whole process. The UN strategic planning process sought to align the CCA/UNDAF with the governmental period and the new government's national objectives and programmatic and budgetary priorities. Furthermore, agencies for which the UNDAF is not the mandatory common planning tool identified opportunities to establish closer links and synergies with national authorities, other agencies, programmes, and funds.

Yemen

Creating a UN Core Group to Develop the CCA and UNDAF

The UN Core Group (UNCG) was tasked to develop the CCA and UNDAF as a follow up to the work done in support of the MDG Needs Assessment. This process allowed UN agencies to support the national technical coordination structures within their respective mandates and commonly address national and UN priority gaps, namely the HRBA and gender dimensions. The UN's strategic positioning behind gender equality and women's empowerment as an UNDAF outcome encouraged the Government to strengthen these dimensions in the national development plan. To strengthen Resident Coordinator and UNCT capacity in managing the various critical components of the CCA/UNDAF process, a Senior Economist/Advisor was hired by UNDP to in part, support the alignment of UN development priorities with those of the Government and oversee the work and coherent integration of the UNCG's inputs in the CCA and UNDAF documents. This intervention ensured that the CCA/UNDAF process was indeed country-office led without the need to involve external consultants and fostered ownership of the common programming process and its outputs as well as an effective team-oriented environment. Additionally, the UNCG empowered participating UN agency staff in terms of their valuable role in the Group's initiatives, which was recognized by the UNCT and their respective agency Representatives.

Fiji and Samoa

Development of a First Regional UNDAF

When starting their UNDAF process, the UNCTs in Fiji and Samoa set two ambitious targets: (1) to align assistance programmes with the Pacific Plan, pursuing a regional approach reflecting broader impacts across Pacific Island nations, and (2) to unite the work of both UNCTs under one UNDAF, ensuring efficiency and synergy of the limited deployments of UN agencies in the Pacific. In doing so, the UNCT emphasized both national ownership and partnerships. The first outline of a regional UNDAF was prepared based on a rigorous analysis of national and regional development plans, reports and evaluations. The direct feedback from recipient governments and development partners to the UN Pacific Framework for Action – and its review by UN Headquarters – led to a further refinement of thinking, allowing UNCT Fiji and Samoa to design the first regional UNDAF matrix reflecting the comparative advantages of 14 UN agencies covering 16 countries. In an effort to deal strategically with the high diversity among the Pacific Island countries, the UNDAF is closely associated with the Pacific Plan that serves as a blue print for regional cooperation and integration. In 2007, the UNDAF will go through a process of triple scrutiny; national priority, alignment with donor programmes, and operational linkages to the regional architecture.

Malawi

Developing UNDAF without a CCA

The UN system contributed to the analysis for the Malawi Growth & Development Strategy (MDGS) collaborating closely with Government counterparts. The UN contribution focused on a human rights, gender, capacity development, and disaster-risk reduction perspective. As the UNCT actively participated in and influenced the MDGS, it could serve as the basis for the preparation of the UNDAF (2008-2011) and no separate CCA was organized.

Bolivia

Developing a CCA in Close Consultation with Government

The CCA was finalized through a total of 12 workshops, in which 50 officials of the UN System participated. It was based on a detailed examination of the progress made towards the achievement of the MDGs and the main challenges to development in Bolivia. The process benefited from the participation of the vice-ministers for Planning and Public Investment as well as External Finance.

Maldives

Initiating Consultations to strengthen the CCA and the National Development Plan

Joint UN and Government Teams undertook community consultations in the atolls and islands considered most vulnerable to the problems initially identified in the CCA and NDP. These consultations aimed to validate and strengthen the analysis of the CCA and the National Development Plan. They also sought to seek community perspectives on the respective roles and contributions to the planning process. The consultations enriched the CCA and national development planning process and also improved Government capacity to practice participatory and consultative processes for better governance.

Guinea-Bissau

Supporting the Government's Poverty Reduction Strategy Paper

The UNCT strongly supported the preparation of the Government's 2005-2008 Poverty Reduction Strategy Paper. Support was provided to the Government by the UNCT through UNDP, for training on needs assessment and costing of the MDGs. Additional training was also provided on budget, macro-economics, as well as result-based management. The Government and its development partners discussed the document at a technical workshop.

Millennium Development Goals

Dominican Republic

Common Assessment to reach the MDGs in the Province of Seib

This inter-agency exercise, jointly realized by the Presidential Commission of the Millennium Development Goals and the office of the First Lady of the Republic, was drafted with the intention of assessing the necessary local level requirements and costs to achieve the MDGs. Agency staff, enriched by the experience of identifying and working toward common goals, interacted with the community to inform and empower the province of Seib vis-à-vis the MDGs. Lessons learned included the clarification of joint agency work, the promotion of the MDGs at the local level, and the empowerment of the local communities in formulating their own solutions to achieve MDG targets.

India

RC Office Established System for Monitoring Parliamentary Debates on the MDGs

In order to advocate effectively with Parliamentarians and Legislators, the UNRC office established a system for monitoring Parliamentary debates on the MDGs. As part of the knowledge association between the UN and the elected representatives, the UN will facilitate the preparation and dissemination of 'issue briefs' on UN thematic areas for Parliamentarians/Legislators.

Panama

Fostering National Ownership of the MDGs through Strategic Partnerships

A collaborative agreement to promote the MDGs was signed with La Prensa, the top-selling newspaper in the country. The agreement included the training of newspaper journalists on MDG topics and the publication of a number of MDG articles. At least 40 articles on MDGs were written and all relevant information was disseminated nationally. While journalists were trained on the important MDG related-themes, national ownership of the MDGs was further enhanced. And due to the success of a strategic alliance with La Prensa, a top TV and radio company is interested in implementing a similar exercise with the UN system throughout 2007. The UN System was also successful in implementing an alliance to mobilize resources with a key private sector media partner.

Bhutan

UNCT Supports MDG Needs Assessment and Costing Exercise

An extensive MDG needs assessment and costing exercise was supported by the UNCT and jointly funded by the resident UN agencies. The report is expected to be finalized in mid 2007. The process of the MDG needs assessment and costing exercise involved training on the methodologies of assessment and costing. The outcome was significant development of national counterpart capacity to integrate MDGs concerns into national development planning. The Report of the MDG Needs Assessment and Costing Exercise will be used as an important input to the government's 10th Five-Year Plan formulation.

Uzbekistan

MDG Report Paves the Way for Broader UNCT Advocacy

The official launch of MDGR in early 2006 paved the way for a broader national advocacy by the UNCT. To focus special attention on the youth, the UN targeted different institutional layers and the population at large. A series of events on national health MDGs were organized for medical workers nationwide. An MDG Report was presented to local authorities, NGOs, and academia in ten regions. A number of MDG student conferences with UN experts were held and the MDG Youth Network, currently supported by the Resident Coordinator's Office, was created. As such, students from various universities became involved in volunteer work by promoting and advocating for MDGs among their peers and in local communities. In addition, a UN Model "MDGs +6" was organized so students could debate key issues and promote the global partnership to fight AIDS.

Sao Tome and Principe

Develops MDG Icons and Launches Campaign

The country developed its own MDG icons, using as reference the MDG icons from Brazil and a few African nations. The launching of these icons coincided with the International Poverty Eradication Week and UN Day special events. These events had been preceded by the launch of the Millennium Campaign "Stand Up Against Poverty - Stand up for MDGs", simultaneously implemented in all major cities of all six districts and the autonomous Principe region. The campaign involved a wide cross section of partners, opinion leaders, and other members of local communities.

Costa Rica

Strategic Actions Supported to Incorporate MDGs into National Planning

Strategic actions were supported to ensure that the MDGs and indicators continued to be incorporated in national planning, and specifically in the National Human Development Plan. As a concrete result of this action, a Presidential Directive was signed, requiring institutions responsible for compliance with MDGs to include corresponding actions and goals in their planning. This was done within the frame of the international commitments assumed by the country in the 2000 Millennium Declaration. The publication of this directive and technical assistance from agencies such as UNDP, UNICEF and UNFPA ensured that the Millennium Declaration commitments would be a referent for the new National Development Plan.

Peru

Establishment of a Special Committee for the Achievement of the MDGs

A significant achievement was the coordinated UN System support to the establishment of a special Committee within the National Congress for the achievement of the MDGs. Since its creation in July 2006, this Committee has been very active, summoning different government authorities to periodically report on MDG-centered policies and measures. Furthermore, the Committee gathers opinions from CSO representatives with respect to the role of the state in the fulfillment of MDGs, and then proposes legislation to reinforce or reorient the government's actions towards a "needs-based approach". Another important milestone was the Congressional decision to formally incorporate the MDGs in the national budget. This was accomplished through a legal commitment stating that the resources devoted to MDG-related activities and projects (measured as budget percentage) can never be under a certain level – effectively "shielding" MDG related programmes.

Millennium Development Goals *(cont.)*

Uzbekistan

UNCT Names Two Communities “MDG villages”

After a series of visits and the careful consideration of a number of communities, two communities were chosen as MDG pilots. Qualifying characteristics for the two communities included the absence of drinking water, the shortage of natural gas in winter, poor electricity infrastructure, and a lack of access to education. Pilot business projects and microfinance products are to be launched in these communities to improve living conditions. At the initial stage of UN support, one village was supported in the furnishing of a secondary school and the provision of a drip irrigation system for a grapes plantation. The construction of a drinking water pipeline is also in the works. Other UN agencies will soon contribute to education and health initiatives and organize capacity building activities in both pilot communities.

Kenya

Planning for Pilot Millennium Districts

Various initiatives were established by the Government, civil society organizations, UN agencies and other development partners to facilitate MDG attainment. Kenya is one of the four African countries that have piloted the Millennium Project since 2004. The Millennium Project aims at the development of country specific strategies, including local interventions towards poverty reduction and the achievement of the Millennium Development Goals by 2015. The Government is now considering a pilot concept of Millennium Districts. In recognition of the importance of complete stakeholder participation, the Government has developed an Action Plan to mainstream the MDGs within planning, budgeting, and monitoring and evaluation. The plan has also been influenced by the collective and continuing advocacy of the UNCT. One clear example of the associated successes is that the national health budget rose from 11 billion Kenya Shillings to 32 billion as a result of MDG-based budgeting and planning.

Ghana

Supporting District Medium Term Development Plans

The MDGs have now been localized in Ghana. With UN support, localization was launched in all pilot districts. The districts were supported in preparations of District Medium Term Development Plans. This included workshops on goals formulation, which led to the generation of localized MDGs targets. The main objective was to enable district planning staff to document, monitor, and track progress made on the localized MDGs targets. The MDGs with their localized targets have since been translated into local languages.

Philippines

Working with MDGs Resource Cities to Meet the MDGs

The localization of the MDGs formed an important thrust of the work of the UN system in 2006. UN agencies worked closely with some 20 MDGs Resource Cities that had adopted and demonstrated their capacity to meet local MDGs targets. Ten local government units were awarded for their outstanding performance and innovation to meet the MDGs. These best practices have been documented as a basis for up-scaling around the country.

Uruguay

Convening an International Meeting on Cooperation and Local Development

An International Meeting on Cooperation and Local Development was convened by the Presidency's Budget and Planning Office and the Ministry of Foreign Affairs, supported by UNDP, UNFPA and the Spanish Agency for International Cooperation. The UNDP/UNFPA Programme Support to Local Development and Governance was launched at this meeting. It involved the gathering of more than two hundred participants, representing national and local governments' authorities, civil society, and donors' agencies. Along with substantive debates on strategic planning to implement MDG-based local development, key topics included cooperation strategies and good practices. Environmental sustainability, social services sustainability, local economic development, gender, local governance, and poverty and equity were discussed in specific workshops.

Ethiopia

UNCT Supports Government Led MDG Needs Assessment

The UNCT — instead of performing its own UN-led CCA in preparing for UNDAF II — supported the Government led MDG needs assessment (MDGNA) in collaboration with the Millennium Project and the donor community. The findings of the MDGNA informed the formulation of the UNDAF II as well as the preparations of the national development plan, the PASDEP. The results have included consensus and considerable gains in terms of harmonization and alignment. The MDGNA exercise was a unique opportunity for stakeholders, the UN, donors, IFIs and Government to work together in a broad, consultative process. The exercise provided opportunities for engaging in Government-owned analysis and research as well as dialogue and partnerships. The experiences gained during the preparations of the MDGNA and UNDAF opened opportunities for further harmonization and alignment with national processes and ensured that the UNDAF II was closely aligned to PASDEP and the MDGs.

Saudi Arabia

Media Activities to Promote the MDGs

In promotion of the MDGs, media and communications activities included a painting contest, a football tournament, and a joint media conference. The national painting contest involved nine girls' schools from the three main cities in the Kingdom, Jeddah, Riyadh and Dammam, and produced more than 100 paintings representing the 8 MDG goals. The football tournament involved several boys' schools with the participation of national football stars (including Captain Sami Al Jaber, UNDP's Goodwill Ambassador). These two events highlighted the role of Youth in achieving MDGs and the importance of public private partnership for MDGs' achievement. The third event was a conference jointly organized with the Ministry of Information. The conference, which gathered more than a 100 media people, academicians, and civil society representatives from within and outside Saudi Arabia, focused on education, gender, and environment. As a result, these three MDG goals received full media attention which highlighted their importance to Human Development and economic competitiveness for Saudi Arabia. The event also contributed to reflecting a more positive image of the UN in the country.

DevInfo and Monitoring the MDGs

Ethiopia

DevInfo Implemented as EthioInfo

In February 2006, the Central Statistics Authority (CSA) successfully launched the customized version of DevInfo, named "EthioInfo", with the support of the UNCT. The Government is, by implication, positioning EthioInfo as a tool for monitoring growth, poverty reduction and development. To this end, a variety of technical assistance and support packages were provided in 2006 through the Resident Coordinator's office. Due to its comparative advantages, UNICEF assumed technical leadership of support by the UNCT. By the end of December 2006, 174 officials drawn from Government departments, NGOs and UN agencies have been certified proficient in the EthioInfo package.

Malaysia

DevInfo Customized as MalaysialInfo

The UNCT customised the web-based database "MalaysialInfo" based on the DevInfo framework. In June 2006, an introductory briefing was given to forty UN staff members and staff from various Government agencies on the database. MalaysialInfo provides capabilities for inputting comprehensive multi-sectoral data and creating user-friendly report capabilities. It also facilitates data sharing across Government and UN agencies. The final product will be handed over to the Department of Statistics of Malaysia which has agreed to take ownership.

Cambodia

DevInfo Implemented as CAMInfo

Cambodia's adaptation of DevInfo, CAMInfo, was first launched in April 2004 and has been managed by a team at the National Institute of Statistics. It benefits from wide support from the UNCT Cambodia, GTZ, and UNESCAP. CAMInfo is considered an important element of the UN's efforts to support capacity development at the National Institute of Statistics and the General Directorate of Planning in Cambodia. Version 3.0 of CAMInfo, to be released in 2007, is based on the DevInfo v5.0 platform. This new version features, in both English and Khmer, the latest data from the Cambodia Demographic and Health Survey (CDHS); the Commune Database, which provides village-level data; and all key indicators for the Cambodia Millennium Development Goals (CMDG) and the National Strategic Development Plan (NSDP). The country plans to disseminate CAMInfo 3.0 at both national and sub-national levels through a series of user and administrator trainings. In order to render the database accessible to a wider audience, there are also plans to launch an on-line version of CAMInfo.

Aid Coordination and Effectiveness

Tanzania

Development of the Joint Assistance Strategy for Tanzania

The Government of Tanzania and Development Partners signed in 2006 a Joint Assistance Strategy for Tanzania (JAST). It seeks to make aid more effective and efficient by strengthening national ownership of the development process and the government's accountability to the citizens of Tanzania. The JAST sets the rules of game through a number of principle level agreements. Development partners are expected to subscribe for a number of changes in line with aid effectiveness principles and the aid policy of the Government as well as to reach a better division of labor through greater specialization of activities by development partners and a move towards reformed, more demand-driven and untied technical assistance oriented towards long-term capacity development. Throughout the development of JAST the UN role has been significant, especially through facilitation of consultations and brokering of the JAST principles. This brokering role around the Memorandum of Understanding (MoU) contributed to the fact that all active Development Partners Group members signed the statement of understanding. The UN Resident Coordinator signed the (MoU) on behalf of the UN system.

Lesotho

Supporting Aid Coordination

In support of government efforts to implement the Paris Declaration on Aid Effectiveness, the UNCT engaged development partners in strategic dialogue to strengthen the Government's institutional capacity for aid coordination, resource mobilization and harmonization of development assistance. The RC acted as the Chairperson for the Development Partners' Consultative Forum (DPCF) since its establishment in 2005, and coordinated the Forum's participation in the process leading to the Population and Household Census 2006, the preparation of the Ninth Donor Round Table Conference, as well as the preparations for the general elections in 2007. As one example of support to aid coordination in a specific area, the UN led the development partners' collective support to scale-up the response to HIV/AIDS. The Resident Coordinator, in consultation with the Country Team and other development partners, expanded the co-chairmanship of the UN Theme Group on HIV/AIDS to the European Commission and the Embassy of the United States of America. The Theme Group comprises of UN Heads of Agencies, the Government (through the Ministry of Health and Social Welfare), Development partners, the National AIDS Secretariat, NGOs and Faith-Based Organizations.

Namibia

Defining a Baseline for Improving Aid Effectiveness

To define an aid effectiveness baseline and inform further efforts, the UNCT commissioned a report on the degree of aid harmonization and the implementation of the Paris Declaration in Namibia. The UNCT also initiated regular Development Partner Group Meetings in 2006. These meetings provided an opportunity for Government and development partners to exchange information on areas of support and to identify potential areas for co-operation. On the sectoral level, the UN System played a key role in the organization and facilitation of the Donor Round Table for the Education Sector Improvement Programme. The forum provided by the Development Partner Group Meetings helped to fill existing financial gaps for the successful implementation of this programme. Similarly, the UNCT assists the Government in the identification of potential areas for the development of Sector-Wide Approaches, especially on rural development.

Indonesia

Support to Humanitarian Coordination

The RC/HC Office continued support to humanitarian coordination through monitoring and reporting to the international community. In the interest of aid effectiveness, the HC/RC Office chaired monthly UN/NGO/donor coordination meetings for the UN humanitarian agencies, donors, international NGOs, and ICRC/IFRC. This facilitated sharing of information on security and humanitarian issues, updating of ongoing or planned activities, and discussion of common policy issues. Specific meetings were also arranged as specific emergencies developed. At the internal level, the UN Technical Working Group (TWG) for Disaster Risk Reduction actively worked to improve inter-agency coordination in managing disaster risks and responding effectively to disasters.

Thailand

Implementing the Paris Declaration and Enhancing Aid Effectiveness

The UNCT partnered with the Royal Thai Government, a signatory country to the Paris Declaration. Particular emphasis was placed on enhancing Thailand's capacity as a significant emerging donor. A workshop with relevant Thai agencies, through Thailand International Development Cooperation Agency recommended twelve key policy messages to guide Thailand's implementation of the Paris Declaration and eventually Thailand's ODA alignment with the Paris Declaration. Also, a Thematic Working Group on Global Partnership for Development (with members from UN agencies, IFIs, and bilateral donors) was recently established to ensure a harmonized approach in providing capacity development support to Thailand on aid effectiveness.

Iraq

Strengthening National Capacity for Aid Management

The UNCT assisted the Iraqi Ministry of Planning and Development Cooperation in establishing an Aid Coordination Unit where the capacity of 50 staff was developed and the unit assisted in the formulation of the National Development Strategy. In addition, the UNCT assisted in the creation of a Donors Assistance Database (DAD) which is being used as an instrument in the overall management of resource flows from various donors to the different programmes and projects. The database should be instrumental in maximizing the benefit of international donors assistance to Iraq's reconstruction drive.

Rwanda

Adoption of Aid Policy Document

The Development Partners Coordination Group was established in 2002 and has been co-chaired since by the UN Resident Coordinator and the Minister of Finance and Economic Planning based on a strong partnership between all stakeholders. The government initiative and leadership is visible in the development of the Rwanda Aid Policy Document. This aid policy was approved by the Cabinet in July. Following the policy document, an implementation plan and a joint donors response was prepared.

Ghana

Aligning UNDAF Activities on Education

The activities of the UNDAF Theme Group on Education were aligned with the work programme of the Education SWAp. The UN was selected by all donors to chair the Education donor group. Emphasis was placed on gross primary enrollment, with rates reaching 87% by mid 2006 up from 81% in 2004. The gender parity index is narrowing. These positive developments are due largely to better targeting of the poor through the elimination of government-controlled fees, introduction of capitation grants and the school-feeding programme.

Nigeria

Aid Coordination for an Effective Response to HIV/AIDS

The UN acts as the secretariat for the Donor Coordination Group (DCG) on HIV/AIDS. In 2006, the DCG raised awareness on the importance of the 'Three Ones' at all levels in Nigeria leading to high awareness among civil society, sub-national state actors, international partners, and the federal government. 2006 also saw a move towards more substantial coordination as the Donor Coordination Group has progressed from a focus on information sharing to a more thorough assessment of the availability of HIV/AIDS resources, current gaps, and a prediction of what future support is needed, and in which areas it should be focused. This assessment was followed by internal and external advocacy to create momentum and mobilize the necessary resources. To support this work, the French Embassy agreed to finance a full-time coordinator which will be based in UNAIDS.

Moldova

Development Partnership Framework signed and PD Monitoring

UN agencies participated together with Government and development partners in a special task force on aid coordination and effectiveness which prepared a "Development Partnership Framework." While this framework does not represent a legally-binding document, it lays down principles, processes and procedures to achieve greater aid effectiveness in Moldova. As a flexible and open document, it remains open to endorsement by donor organizations willing to join it. In a sign of shared commitment to aid effectiveness, the UN Resident Coordinator signed the framework on behalf of the UN Agencies present in Moldova. The process was further enhanced by Moldova's adherence to the Paris Declaration on Aid Effectiveness and the Paris Declaration Monitoring Survey. The Survey was prepared with the support of the UN and pointed to a number of gaps in donor alignment and coordination such as the unavailability of mechanisms to share Government's development plans and facilitate donors' assistance alignment with those plans of donors' overuse of separate missions and individual analytical works.

Ukraine

Aid Coordination and Advocacy for Paris Declaration Implementation

The UNCT has been actively engaged in promoting the Paris Declaration on Aid Effectiveness (which Ukraine will adhere to in early 2007), and has played the lead donor role in the aid coordination dialogue. The UN provided consultative and advisory support to the government, in particular, to the Ministry of Economy. As a result of this, a new architecture for Donor-Government aid coordination was established. Approved on the highest level by the Cabinet of Ministers, this architecture includes national theme groups and subgroups chaired by the relevant ministries and a lead donor.

Macedonia

Ongoing Support to the Aid Coordination Unit

The UNCT continued to support the work of the government aid coordination unit and the Donor Assistance Database. The support also enabled the government to convene monthly donor aid coordination meetings and prepare a donor profile document during the course of the year. The assistance facilitated aid effectiveness and government ownership of aid management and coordination.

Joint Programmes

Turkey

Formulation of a First Joint Programme

The UNCT formulated its first joint programme ever, a two-year UN Joint Programme on Promoting and Protecting Women and Girls' Human Rights, which was officially launched in March. The programme is a product of the UN Gender Thematic Group, which agreed to use it as a pilot in six cities and expand implementation throughout the country. The preparation process was participatory and in addition to the UN system involved all sectors, governmental, non-governmental, private sector, academia, and donors. In line with the Paris Declaration on Aid Effectiveness, this programme provided leverage for combining and rationalizing bilateral aid for gender equality to avoid duplication while still providing a forum for active partnership.

Azerbaijan

Conduct a Countrywide, Gender-Disaggregated Labor Force Survey

The UNCT supported the second countrywide and gender-disaggregated Labor Force Survey joint programme. Spearheaded by UNDP and UNFPA, the joint programme built capacity within the State Statistical Committee and Ministry of Labor and Social Protection. The result was the successful completion of the 2006 Labor Force Survey, yielding gender-disaggregated data in line with international standards. The Statistical Committee now has capacity to conduct future surveys in compliance with international standards on its own.

Cambodia

Joint Frameworks in Gender, Human Trafficking, and NSDP Monitoring

The UN Joint Frameworks developed in 2006 established agreed upon UN priorities, coordinated and streamlined approaches to government support, and furthered the strategic platform for capacity development and programme. The UN Joint Frameworks provided a structure so individual agency contributions could be highlighted and appropriately positioned, with partnerships, gaps, and overlaps identified. Within Cambodia's active and diverse donor community, where One UN cohesiveness is extremely vital, both the process of joint framework development and its use as a future reference has been invaluable.

Ecuador

Considering a Territorial Approach to Conflict Prevention

The Peace and Development Programme (PDP) is an initiative of the Office of the Resident Coordinator of the UN System in Ecuador. An innovative and ambitious way of promoting UN Reform on the ground, it represents a territorial approach to conflict prevention for the UN System in a complex border zone. This is done through strategic inter-agency coordination, coupled with joint analysis, planning and monitoring. The Programme includes training in conflict analysis and conflict sensitive programming. The PDP also strengthens key national capacities, while linking UN System work to relevant government policies. The MDGs are a guiding framework for the Programme. And in this spirit, Provincial MDG Reports are being developed for the border area that will serve as a baseline for measuring the impact of the Programme. The PDP goes beyond formal joint programming by providing a coherent framework for the whole UN System — represented by 12 agencies — including formal joint programmes and inter-agency coordination mechanisms.

Cuba

Participating in the Local Human Development Programme

Eight agencies participated in the Local Human Development Programme (PDHL) Joint Programme which supports local capacity building on public policies. Five bilateral donors and over 300 decentralized entities — including from the private sector and developing countries collaborated in this initiative. Supporting local capacity building, this programme implemented approximately 180 projects managed in a participatory way (44 of which had an inter-agency content). The whole programme promoted innovative experiences in the achievement of the MDGs at the local level. As a result of these achievements, and in consideration of this bottom-up approach and methodology, Cuban national government together with the UNCT identified Local Human Development as one of the five concentration areas for the 2008-2012 UNDAF.

Guyana

Working Jointly to Strengthen Human Rights Support

UNICEF, UNDP, UNFPA, UNAIDS and PAHO worked jointly to provide technical support to strengthen national legislation on children's rights, rights of the disabled, and rights of juvenile offenders. The UNCT also sought to strengthen national protection systems by providing human rights training to the Judiciary, as well as the Guyana Police Force and Prison Service.

In conjunction with national human rights institutions and duty-bearers, the UNCT launched a special initiative on sexual violence against women, including a training module for police prosecutors on sexual violence cases; a feasibility study for setting up a sexual assault referral centre; and a national survey on sexual violence case reporting. In addition, the UNCT has begun promoting a culture of peace by building Human Rights awareness in the education system. With the arrival of the new government in August 2006, the UNCT is further seizing on the opportunity to harmonize joint capacity building activities in the area of Human Rights Based Approach.

Kosovo

Focusing a Joint Programme on Gender Equality

In the absence of an UNDAF, the UNCT has used the MDGs as a framework to develop a number of joint programme proposals, one of which is specifically built around MDG 3. The "Gender Equality and Women's Empowerment Programme in Kosovo" (2007-2009) is a joint initiative of UNICEF, UNFPA, UNHABITAT, UNDP, OHCHR, and UNIFEM. The joint programme focuses on institutional capacity building, strengthening and better utilization of social services, civil society empowerment, advocacy and awareness-raising, policy development for mainstreaming gender in development processes and facilitating effective coordination among all stakeholders and implementation of gender mainstreaming in line with the MDGs, the CEDAW, Beijing Platforms for Action, the Anti-discrimination and Gender Equality laws of Kosovo and the National Action Plan on the Achievement of Gender Equality in Kosovo.

Mozambique

Children's Voice in the Community

Because radio reaches more people than print, the programme invested in the creation of the first Community Radio Network (FORCOM), currently encompassing 50 community radios. The coordination efforts between UNESCO and UNICEF strengthened community radio work and laid the ground for new partners to support this community-based initiative, including the private sector. Youth participation in Mozambique is limited by an environment non-conducive to a more active role of children and young people. UNICEF, UNESCO, and FORCOM thus initiated The Children's Voice in the Community joint programme. This resulted in 12 radios stations around the country joining the child-to-child radio programmes network; 110 children producing and presenting programmes that reach all provinces; and 12 libraries and 12 youth radio clubs have been established.

Joint Programmes (cont.)

Afghanistan, Iran and Pakistan

Together for Health: Regional Co-Operation in Health and Nutrition

To promote regional co-operation the UNCT is facilitating a joint programme on health among the countries of Afghanistan, Iran and Pakistan focusing on six key areas critical to achieving the Millennium Development Goals: polio eradication, salt iodisation, tuberculosis, HIV/AIDS, pandemic influenza and malaria. The initiative has the backing of Afghan

President Karzai as well as the Minister for Public Health and seeks to turn the Kabul Declaration on regional collaboration in health, signed by these 3 countries in April 2006, into a tri-laterally agreed action plan of implementation. The joint programme, involving UNAMA, UNICEF and WHO, was presented to donors in Kabul in June 2007 where it was favourably received. The initiative envisages adding an international co-operation component to existing health strategies with a view to: (1) facilitate the sharing of good practices, including through exchanges, visits, study tours, joint conferences and

identification of priorities exchange actions; (2) develop and endorse an operational joint work plan to address cross-border health issues with a time frame and supporting partners endorsed by the three countries; and (3) assign inter-country standing committees with representation from the three countries to work on the defined six main areas of collaboration. Similar joint programmes involving the three countries and supported by the UN Country Teams are being developed on Population Movements (led by Iran) and Disaster Management (led by Pakistan).

Common Premises and Services

Montenegro

Establishment of the World's First Ever UN Eco Shared Premises

The UNCT in Montenegro is engaged in a project of establishing the world's first ever UN Eco Shared Premises. In December 2006, the UN Eco Building was launched, encompassing all relevant partners. The UN Agencies in Montenegro approved the final floor plan/internal design produced by a winning architectural practice. The partners agreed on the 2008 timeline for project implementation. The UN Working Group on Common Premises and Services supported the concept, approved the project, and encouraged UNCT Montenegro to pursue the engineering services contracting and quality oversight components of the project.

Bulgaria

Establishment of Joint UNDP and UNICEF Operations Model

UNICEF operations were integrated with those of UNDP and performed in accordance with UNDP rules and regulations. This arrangement permitted the quicker start-up of the UNICEF office and programme. The joint office allowed the Representative to concentrate more on programme development and management. It was also very cost-effective. Rather than hire separate operations staff and manage a separate bank account, UNDP was reimbursed for operations support. And this did not require any additional staff on either end. Human resources, financial services, goods procurement, services contracting, IT management, travel, and administrative support are among a wide range of services that UNDP manages for UNICEF.

Humanitarian Preparedness and Coordination Efforts

Afghanistan

Concerted and Coherent UNCT Response to Humanitarian Issues

To boost future efforts to mitigate natural catastrophes, a UN Disaster Assessment and Coordination mission was arranged by the UNCT. The mission recommended ways forward in improving planning and response measures. Consequently, two drought appeals were submitted to the CERF (Central Emergency Resource Fund) for consideration and both were generously funded in-country and by the CERF. This allowed UN agencies to provide immediate relief to the neediest. The menace of bird flu resulted in the UNCT developing a plan and assisting government in producing its own plan for the event of a humanitarian crisis.

Indonesia

Cluster approach in Yogyakarta Earthquake Response

A Cluster Approach was used to coordinate the earthquake response. The response, was marked by a high level of participation among the humanitarian community and provided a more structured coordination mechanism than previously experienced. Each cluster developed specific terms of reference and a response plan outlining objectives and indicators. This resulted in realistic objective setting and coherence in implementation between cluster members. As there was no set precedence for the cluster approach at the time of the Java earthquake, a high degree of flexibility and innovation on the part of Cluster Leads was needed to make the system work. As coordination skills varied from cluster to cluster, a need for training in basic coordination and facilitation skills was identified.

Mauritania

Coordinated Mobilization of Central Emergency Relief Fund

Faced with a forgotten and under-financed nutritional crisis, Mauritania benefited greatly from the availability of Central Emergency Relief Fund. The UNCT demonstrated strong coordination in the financing, planning, and intervention phases. WFP, UNICEF, and WHO pooled their efforts with the Community Food Center and the Nutritional Recovery Center activities. A clear and consensual division of labor and contributions were established. The coordinated response facilitated a proper overlay of interventions and targeted recipients based on jointly selected criteria.

Humanitarian Preparedness and Coordination Efforts *(cont.)*

Eritrea

Mobilization of the Central Emergency Relief Fund

The immediate availability of Central Emergency Relief Fund (CERF) enabled agencies (UNICEF and WHO) to take action in the health, nutrition and water sectors. This led to rapid programme implementation to strengthen health information systems, provide timely information to the health cluster, and coordinate health activities among partners. In cooperation with the Ministry of Health UN agencies conducted nationwide campaigns focusing on urgent measles immunization covering 73 per cent of the country's children under five and double the Vitamin A supplementation covering 97 per cent. These activities reduced the number of children susceptible to measles and avoided significant deaths among children.

Sri Lanka

IASC Country Team Established to Ensure Consolidated Mechanism

Following the decision of the Principals of the Inter Agency Standing Committee (IASC), a IASC Country Team (CT) was established to ensure a consolidated mechanism for humanitarian coordination in response to the evolving humanitarian crisis. The UN Humanitarian Coordinator chairs the IASC country team, which includes 26 members, among them UN agencies, international NGOs and civil society organizations. The IASC CT is recognized by all stakeholders including the Government of Sri Lanka and donors as a very efficient and instrumental forum representing all categories of humanitarian agencies. The IASC CT is the main focal point and counterpart of the government in relation to the humanitarian issues

in the North and East. The IASC CT has reached out to all non-UN partners thus ensuring much better coherence in planning and implementation of operations, facilitating access, which is a particular value added in the operational coordination between the UN, the ICRC, and the NGOs.

Avian and Human Influenza Response

Mauritania

Drafting of a Contingency Plan for the Avian Influenza

The UNCT avian influenza contingency plan was well received. The two major objectives, preparing staff and supporting the government, were achieved through the following actions: (1) sensitizing staff and their families to the methods of protection; (2) guaranteeing the correct operation procedures and the necessary funds; (3) supporting the improvement of the national response plan (along the various themes: animal health, human health, and communications); (4) helping the Government organize a round table; and (5) beginning to mobilize the necessary resources for implementation. While the benefits of the exercise were multiple – especially on an analytical, organizational and human level – the actual costs proved to be marginal.

Azerbaijan

UN Coordination Response: Leadership and Strategic Effect

Because of their respective expertise and mandates, UN agencies were well-positioned to assist the Government in handling the AHI outbreak. At the onset of the crisis, the UNRC set up a Task Force to ensure the coordination and complementarities of UN responses in support of the Government's efforts. A multi-task WHO team was deployed to Azerbaijan to build capacity within the Ministry of Health for handling human cases – from enhanced surveillance and monitoring, through to clinical management, infection control, and epidemiological investigation. On the animal side of the crisis, the AHI Task Force Coordinator strived to establish an FAO presence in the country. In response, several experts were deployed to the Ministry of Agriculture, and an FAO resident officer post was established, filling a critical gap. Beyond this, the clear leadership of the UN Task Force prompted a wider strategic effect. Critical players rallied behind the UN effort, including the World Bank, ADB, USAID, JICA, ICRC, as well as representatives of the US, British, French, German and Japanese embassies, and civil society organizations (CSOs). The expanded Task Force was then able to leverage the combined financial, political, and technical capacities of its respective members. Smooth cooperation with the Government was achieved by establishing highest-level contacts in key ministries. The UN AHI Communication Group was created to tackle the vital "public information" component of the response, and worked closely with relevant government ministries to devise and implement the nation-wide campaign.

Cambodia

Avian Influenza Coordination

From the start of the outbreaks, the AHI response was driven largely by the Ministry of Agriculture, Forestry and Fisheries (MAFF), and the Ministry of Health (MoH), with support from FAO and WHO, respectively. The RCO gradually assumed coordination responsibilities to promote better cooperation between animal and human health, and integrate communications campaigns and pandemic preparations. A UN Joint Programme was signed and revised. For national pandemic preparedness, Cambodia decided to strengthen an existing multi-sectoral coordination structure for disaster risk reduction, the National Committee for Disaster Management (NCDM), which is chaired by the Prime Minister. The NCDM Secretariat is in the process of being restructured and extending its capacity to be able to accommodate health emergencies with a primary focus on pandemics. And the UN system itself focused on its AHI and pandemic preparedness needs and commenced a process of AHI contingency planning, pandemic preparedness, and awareness raising among staff. Staff health and safety and business and programme continuity are now all factored into UN system contingency plans. The UN system as a whole, initially through the SMT and later through the established UNCMT (reporting to the UNCT), works as one to ensure strong inter-agency coordination.

Improved Communications

Brazil

Improved Communications for the MDGs

In 2006, the UNCT took up the challenge of better communicating its activities and achievements. The Communications Theme Group designed a media approach that can be highlighted as a best practice for its high effectiveness, wide impact and low costs. On the one hand, the strategy aimed at improving the Heads of Agencies' personal communications skills when dealing with journalists. Representatives underwent an intensive workshop to practice clear and concise communication techniques, including print and broadcast interview simulations. On the other hand, the approach focused on bridging the gap between the UNCT and the national press regarding the awareness and understanding of the MDGs and other Human Development issues. The Communications Theme Group organized round tables on the MDGs, with agency specialists and high profile journalists. The debate resulted in the production of a handbook with resources for journalists interested in improving the national media's coverage of MDG related themes.

Maldives

"One UN" Voice Joint Communications

The UNCT in the Maldives exercised very close coordination and collaboration and expressed a "One UN" voice in the handling of sensitive issues, notably those related to tsunami recovery and political issues. Projection of a coherent and coordinated UN strongly influenced the ability of the UN System to build increased partnerships with international donors and to further promote development. The weekly media monitoring set-up through the inter-agency Communications Group kept the UNCT informed of major events and critical issues. It also allowed the team to respond and adapt quickly.

Lithuania

"Time to Help Others" National Awareness Raising Campaign

The Time to Help Others campaign established an alliance between four UN agencies (UNDP, WFP, UNICEF, UNESCO) in promotion of development cooperation and strengthened country capacity. Partnerships included the Government, private sector (five major Lithuanian and multinational companies), national TV/radio and other media as well as major Lithuanian Youth organizations. This initiative made a contribution to the realization of MDG8 – a global development partnership. The initiative also contributed to unprecedented UN visibility, including daily media coverage and international exposure.

Macedonia

Joint Communications Activities

The UN system in Macedonia created its own UN Communications Group in 2005. The main objectives of the group were to strengthen inter-Agency cooperation in the field of communications and to further increase the media and public profile of the UN activities at national level. In 2006, coordination of joint communications activities were initiated in order to enhance the effectiveness of the joint UN work, generate broader legitimacy to the joint communication activities, and better incorporate all Agency members. The establishment of a dedicated RC communications capacity improved work efficiency and reduced transaction costs. The Communications Officer and Communication Associate's salary are shared between the RCO and UNDP. This cost sharing model was also used to hire a senior Communications Consultant to devise the UN's new joint Communications Strategy.

The effectiveness of the UN Communications Group can be measured in the successful coordination of joint events which included the sharing and issuing of joint press releases, development of joint advocacy messages and joint organizing of events, and the impact of common messages and advocacy in the media. A joint communications strategy is now being developed to further strengthen UN branding and advocacy messages that will be projected throughout the whole country.

Zambia

Development of a Joint UN Communication Strategy

As part of the reform process, the UNCT in Zambia has developed its first UN Communication Strategy to support the new UNDAF (2007-2010). The UN-Communication group (consisting of all the communication officers within the UNCT) was mandated to draft the strategy under the leadership of the Resident Coordinator's Office (RCO). The strategy focuses on three main objectives: An Eye on Issues, to raise awareness and support for joint advocacy on key common issues; An Eye for Image, to promote a positive, coherent and relevant UN; and An Eye towards the Inside, to improve internal communication and coordination.

Russian Federation

Local Media Take Part in Joint UNCT Thematic Seminars

Local media took part in joint UNCT Thematic Seminars on human development, HIV/AIDS, and gender. UNCT discussed the concept of the seminars, agreed on the experts and staff, and linked the seminars to UNFPA planned events. By analyzing what has already been planned by individual UN agencies, UNCT combined UN agency efforts and minimized costs. Rather than holding separate seminars, the UNCT added an additional day to existing agendas, minimizing travel and organizational costs. Achievements include the establishment of a regional media network; numerous articles on presented topics; and support for UN efforts by regional journalists.

Strengthened System Coordination

Liberia

Regional Coordination in the Mano River Region

The UNCT hosted in September 2006 the 4th consultative regional meeting of UNCTs from the Mano River Union Countries, Sierra Leone, Guinea and Cote d'Ivoire. This meeting led to the development of a Joint Actions Matrix on a set of issues identified as regional priorities. These issues were youth, HIV/AIDS, small arms and light weapons control, child protection, women's trafficking and reintegration.

Maldives

An Inclusive UNDAF process driven by a Dedicated Core group

UN Heads of Agencies and senior programme staff formed an inter-agency CCA/UNDAF Core Group (UNCG) that took part in capacity building activities such as human-rights mainstreaming and Results-based Management. The UNCG met weekly, chaired multi-sectoral Theme Groups, provided technical inputs, and drafted and reviewed the CCA/UNDAF documents. The UNCG showcased successful inter-agency collaboration ensuring system-wide ownership of the CCA process and UNDAF outcomes by the UN Maldives. The UN Maldives actively sought the participation of non-resident agencies (NRA) in the CCA/UNDAF process. The inclusion of NRAs in the UNDAF Strategic Prioritization Retreat and Joint Strategy Meeting ensured that the UNDAF was rights and gender-based. Such a participatory process also allowed NRAs the opportunity to plan their agency development assistance and align it with national development priorities.

Cambodia

Assessing UN System Programming through Strategic UNCT Field Trips

In 2006 the UNCT instigated a regular process for field visits to look collaboratively at issues of national priority and UN programme implementation and partnerships. The programme consisted of one or more formally organized field trips with members of the UNCT, as well as ad-hoc field events that revolved around a particular concern. For instance, the 2006 field visit to Battambang focused on issues of gender and education. The RC and several country team members met with the provincial governor, parents, and teachers forging an understanding of local governance and decentralization that was gained through dialogue on province and community level planning processes and increasing the decision making of women at the commune level.

Lao PDR

Establishment of Virtual UN House

The establishment of the "virtual UN House" led to a greater information sharing, knowledge building, and networking among agency personnel at all levels. This ensured closer working contacts and facilitated synergies. Because the UNCT events calendar was maintained and shared, non-resident agencies could synchronize their meetings/events. The calendar also facilitates the coordination of incoming missions and ensures that UN agencies and the Lao Government are not overburdened. Non-resident agencies have expressed their appreciation for the better coordination efforts and proactive virtual information-sharing.

Barbados

Including Non-Resident Agencies in Joint Programming

The UNCT devised a strategy for full integration of the non-resident agencies through their participation in joint programme formulation, implementation and monitoring. In the view of the UNCT, building on the strengths of various UN agencies is critical to an effective UN system and the successful development and implementation of the joint programmes and UN Reform agenda. The UNCT reports that this approach promoted a harmonious working climate and enhanced UN System effectiveness and impact. Innovative practices included participation of non-resident agencies in annual retreats and the organization of meetings dedicated to presentations of NRA strategic visions and programmatic priorities.

Lesotho

Reaching out to Non-Resident Agencies during UNDAF Preparation

The UNCT made particular efforts to design an inclusive UNDAF preparation process. In this spirit, representatives of the Non-resident Agencies (NRAs) were involved in all discussions/consultations in preparation for the development of the new UNDAF. Throughout 2006, the Country Team liaised with Non-resident Agencies, namely ILO, UNESCO, UNODC and UNOHCHR to identify strategic areas for joint programming and project support, and to explore opportunities for resource mobilization. These efforts resulted in a number of strategic partnerships with the relevant resident agencies, as well as joint projects in the areas of HIV/AIDS, youth and employment, education, gender and human rights. This joint system-wide effort enabled the UNCT to raise the UN's profile in areas that previously had not received sufficient attention.

