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WORLD HEALTH ORGANIZATION REGIONAL OFFICE FOR SOUTH-EAST ASIA

SUMMARY DUTY TRAVEL REPORT

Submitted by
 Dr Myint Htwe GPE 21 September 2001 UN Development Group Office, New York
 (Name) (Unit) (Date) (Allotment number)

Places visited **Dates**
 UN Staff College, Turin, Italy 2 to 7 September 2001

Purpose/objectives of visit:

- To attend the 4th CCA-UNDAF (Common Country Assessment- United Nations Development Assistance Framework) Resource Persons Workshop titled “CCA-UNDAF and beyond: Training for implementation of the millennium declaration through United Nations Reform” (a total of 25 staff working in different UN organizations – UNICEF, ILO, UNFPA, UNDP, WFP, UNHCR, UNDCP, UNESCO, FAO, World Bank – attended the workshop).
- It is expected that the participants would be able to serve as resource persons when CCA-UNDAF are developed at the country level.

Brief account of activities undertaken:

- Training was very intensive (8.30 a.m. to 8.30 p.m.) which also included practical participatory sessions on presentation skills, facilitation skills on the subject matter related to UN Reform i.e., assessment of country situation and development of planning framework for UN development assistance framework. On the spot critiques were made by the staff of UN College on the deficiencies and positive points on the above skills which are required for resource persons.
- CCA-UNDAF is actually analogous to “epidemiologic analysis of the country situation and development of a planning document for a programme” to be carried out jointly by UN agencies working at the country level. It is very much similar to WHO country corporate strategy development.

Recommendations:


It is a very useful workshop to enhance the technical skills on planning and development of programmes involving multi-agencies. In subsequent courses, we may propose WHO country staff in Member States which are undergoing CC-UNDAF activities. The funding support to attend the workshop is usually provided by UN Development Group office (UNDGO) in New York. I have attached one of the sessions as an example.

Specific recommendations for action (if any) by DPM/RD: None

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CCA/UNDAF Workshop

Capacity Building for Field Co-ordination




CCA/UNDAF Presentations



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*Click on Presentation required
Click on Main Menu button to return*



Day 1	Day 2
UN Reform	UNDAF Cont...
CCA	TORs & Workplanning
UNDAF	Action Planning CCA/UNDAF


CCA-UNDAF

Overall objective:

- To plan, manage and implement the CCA/UNDAF process in a fully participatory way



Specific objectives:

- To explain the CCA/UNDAF process in the context of UN Reform and national priorities to partners (Government, civil society, private sector and donors).
- To define their role in support of the CCA/UNDAF process
- To write TORs for the various components of the CCA/UNDAF process
- To carry out analysis using a problem tree approach for the CCA
- To distinguish between goals and objectives as defined in the guidelines for the UNDAF





What we do

- Do pre-workshop analysis
- Know where to find information
- Listen & synthesize
- Stimulate creativity – forward vision
- Have a general knowledge and familiarity with the SG's Programme for UN Reform
- Promote and enhance understanding of Reform Action 10a) UNDAF, its purpose and process




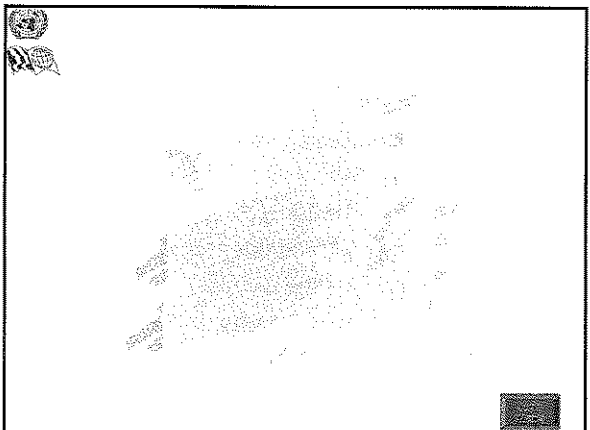


What we do

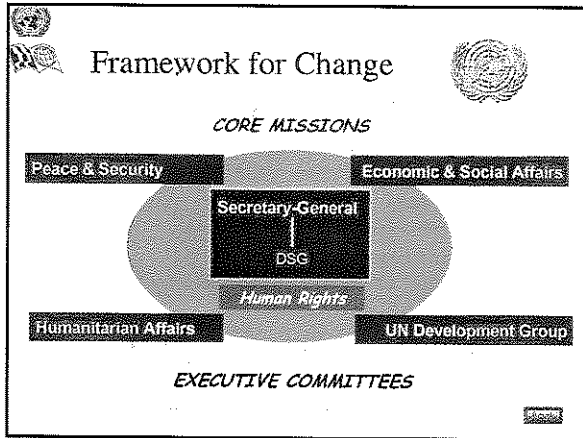
- Explain & clarify the purpose and the process of CCA and its Indicator Framework
- Provide orientation, building on lessons learned & good practices
- Promote team synergies through involvement and motivation of each and all team members
- Wear a UN hat



What we don't do

- Don't do it "for them" (with them)
- Don't judge
- Don't impose "views" (your own) or top-down process
- Don't pretend to know everything
- Don't be biased (UNDP, UNICEF, etc...)
- Don't wear agency hat
- **Don't, and can't, do the job of a professional trainer/lead facilitator/team-builder**





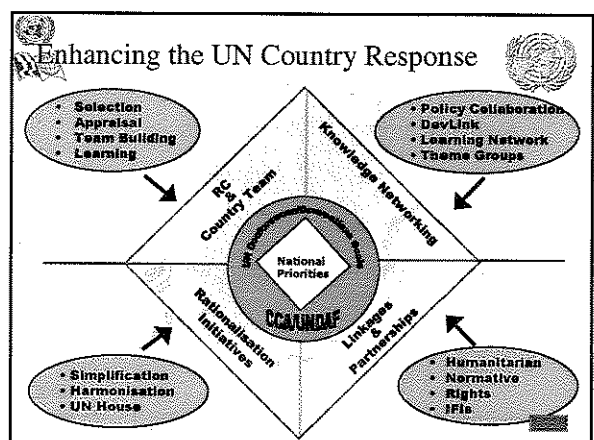
Member States and UN Reform

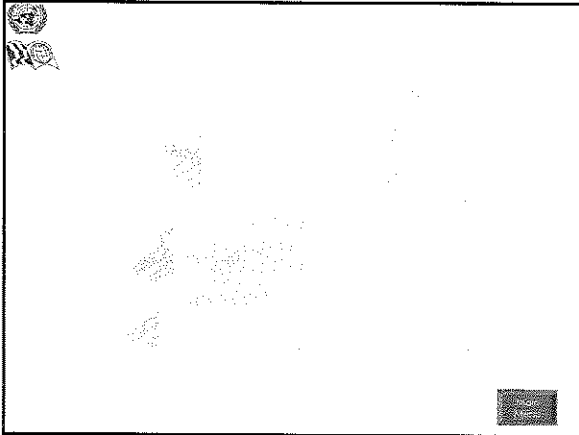
General Assembly resolution 53/192

ECOSOC resolution E/1999/6

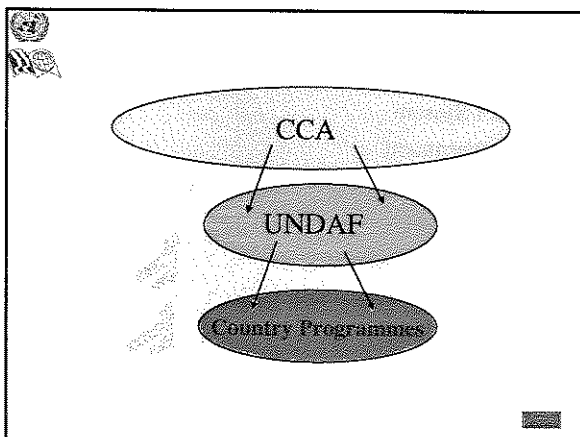
Joint Executive Boards

- ## Reform in the UN System
- Adoption of key reform instruments by the entire UN System:
- ACC Members
- | | | | |
|----------|--------------|-------------------|---------|
| • UNDP | • ILO | • UN | • UNRWA |
| • UNFPA | • FAO | -DESA | • ITU |
| • UNICEF | • UNESCO | -OCHA | • ICAO |
| • WFP | • UNIDO | -HCHR | • UPU |
| • ODCCP | • WHO | -Reg. Commissions | • WMO |
| • UNHCR | • World Bank | -UNU | • WIPO |
| • IFAD | • IMF | -UNITAR | • IAEA |
| • UNCTAD | | | • WTO |
| • UNEP | | | |






Common Country Assessment (CCA):





Definition:

“The CCA is a country-based process for *reviewing* and *analysing* the national development situation and *identifying key issues* as a basis for advocacy, policy dialogue and preparation of the UNDAF.”



Mechanisms



- Resident Co-ordinator's System
- UN Country Team
- Steering Committee
- Theme Groups



CCA Phases

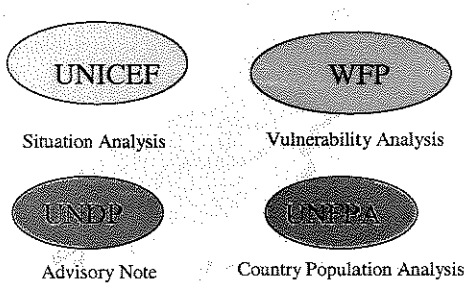


- 1: Preparation
- 2: Assembly of data and information
- 3: Assessment and analysis
- 4: Drafting the CCA document
- 5: Follow-up activities

4 months from start to finish



Uses of the CCA

- Follow-up to UN conferences
- Policy analysis, advocacy
- Capacity building
- National databases and reports
- Promoting partnerships and alliances
- Preparing the UNDAF
- Programming, Monitoring




UNICEF Situation Analysis

WFP Vulnerability Analysis

UNEP Advisory Note


UNEPA Country Population Analysis







Results

The reform process implies:

- the need to focus UN action on results on impact around priorities defined in global conferences and conventions
 - a more strategic knowledge of the country situation
- 




Use of the Indicator Framework

- is indicative and organised on the basis of UN Conferences, Summits and Conventions
 - measures progress
 - identifies key issues covered by the UN
 - facilitates a rights-based approach
 - facilitates government involvement as goals and targets are already agreed upon
- 




Data Collection

- should concentrate on available information
 - highlights gaps
 - should desegregate information
 - should use historical series to indicate trends
 - should provide a measure of progress towards major goals and objectives of UN Conferences
- 



Use of Information

- enables steering committee to undertake the preliminary assessment to define priority thematic groups
 - is of use to the thematic groups to assess problems and to determine priorities for analysis
 - is used in the problem tree analysis to probe further and determine the critical causes
 - is necessary as base-line to monitor the impact of UNDAF follow-up
- 

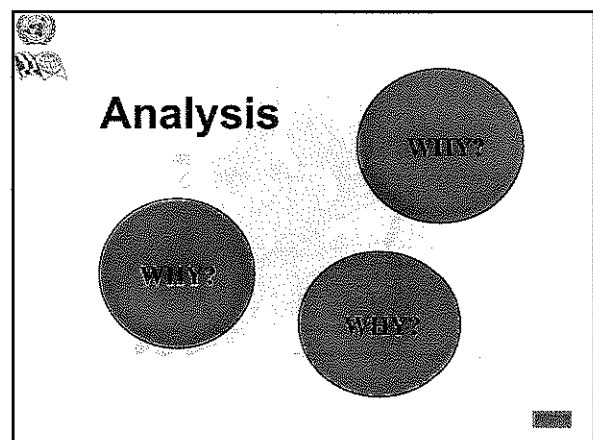
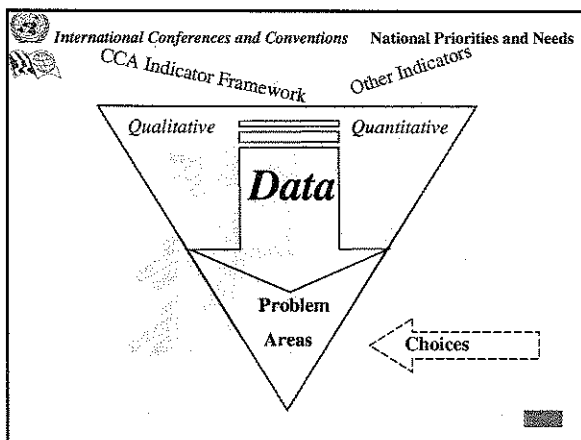
The UN Represents Major Issues

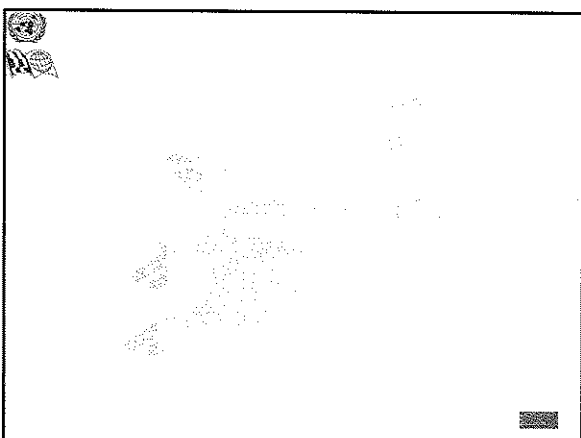
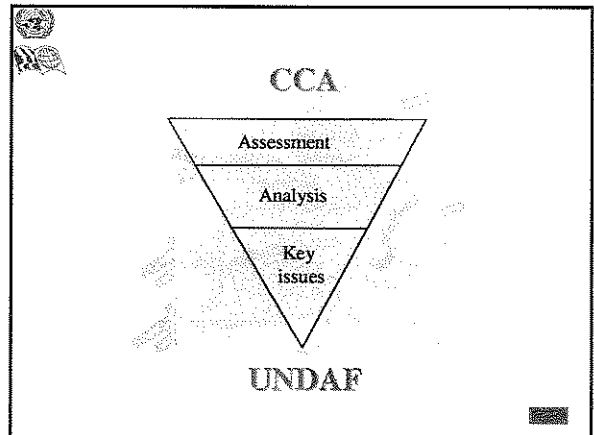
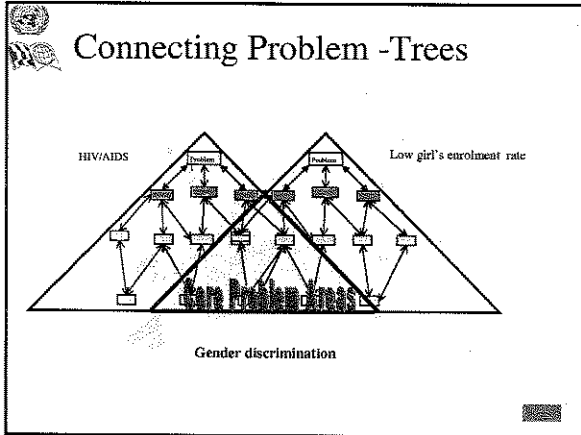
International Convention for the elimination of all forms of racial discrimination
 International Covenant on Economic, Social and Cultural Rights
 International Covenant on Civil and Political Rights
 Universal Declaration of Human Rights
 Declaration on the Right to Development
 Convention on the Elimination of All Forms of Discrimination against Women
 Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
 World Declaration on Education for All
 Convention on the Rights of the Child
 United Nations Conference on Environment and Development
 World Summit for Social Development
 World Summit for Children
 World Conference on Human Rights
 World Food Summit
 International Conference on Population and Development
 Fourth World Conference on Women
 Ninth United Nations Conference on Prevention of Crime and Treatment of Offenders
 Second United Nations Conference on Human Settlements (Habitat II)
 General Assembly Twentieth Special Session on the World Drug Problem
 Ninth United Nations Conference on Trade and Development (UNCTADIX)

CCA Guidelines 1999, Annex B

ASSESSMENT - How is it done?

- Assemble existing data
- Use indicator framework as entry point
- Look for "red flags"
- Describe status and trends
- Decide on key problems for further analysis





- ### Exercise in Assessment and Analysis
- Divide into working groups (7 people or less)
 - Each Group gets copies of the supplied data tables.
 - For 20 Minutes the groups discuss and agree on the **ISSUES** that arise from the data.
 - They record the issues as bullets on a Flip Chart.



Why UNDAF?

- A collective response of the whole UN will make a greater difference than an individual one
- Enables a holistic response to country challenges
- Improves efficient use of scarce resources



What is UNDAF?

Planning framework for the development operations of the UN system at the country level:

- Common objectives
- Common strategies of dev. assistance
- Common timeframe for design and follow up
- Programme resources framework

Action 10a SG Reform



How to Use UNDAF to Achieve Better Results?

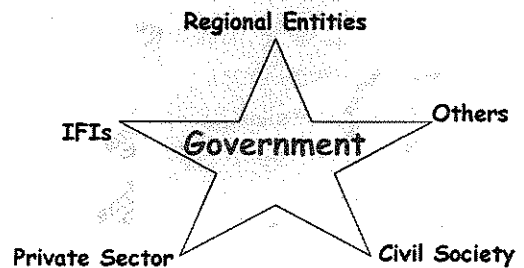
Greater impact of UN system support at the country level through:

- Unity of purpose
- Increased collaboration
- Efficient use of resources
- Accountability for results
- Increased opportunities for resource mobilisation

UNDAF Guidelines



Who are UNDAF Partners?





Follow-up and Review

UNDAF impact is measured against CCA indicators, that is, on the improvement of people's lives

- Annual Workplan of the RC System
- Mid-Term Review of Country Programmes
- End of UNDAF-cycle review
- CCA updates



What Have We Learned?

COMMITMENT AND PARTICIPATION:

- ✓ Collective vision of UN's role a prerequisite
- ✓ Process as important as product
- ✓ Key role of Resident Coordinator & UNCT
- ✓ All UN Staff, not just agency heads, involved
- ✓ Commitment and a lot of effort required by all
- ✓ Participation & ownership by all stakeholders
- ✓ Government agreement



What Have We Learned?

TIMING AND PLANNING:

- ✓ Complete UNDAF before Country Programmes!
- ✓ Keep the process short
- ✓ Select few attainable & measurable objectives
- ✓ Clear understanding of Guidelines
- ✓ Clear TORs of theme groups
- ✓ Secure good facilitation at the beginning
- ✓ Ensure adequate UN resources for the exercise



Transforming Challenges into Opportunities

- Country Programs to derive from UNDAF !
- Produce results & demonstrate impact
- Simplify & rationalise UN procedures
- Forge strategic alliances with partners
- Link with other instruments (CDF, PRSP)
- Adapt to countries in crisis
- Think new! Keep an open mind!



GOALS of Assistance



- long term
- major goals for country
- often directional (improve, reduce, build...)
- may not be measurable

OBJECTIVES of Assistance

• What can the UN achieve?

• Specific statements of:

- WHAT (impact, results)
- WHEN (time frame)
- WHERE (geographic)



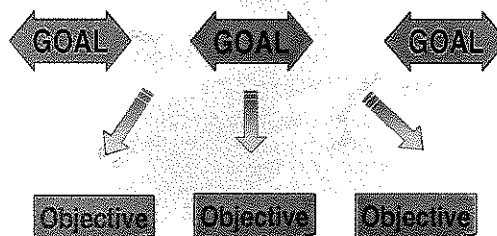
Most important in UNDAF !

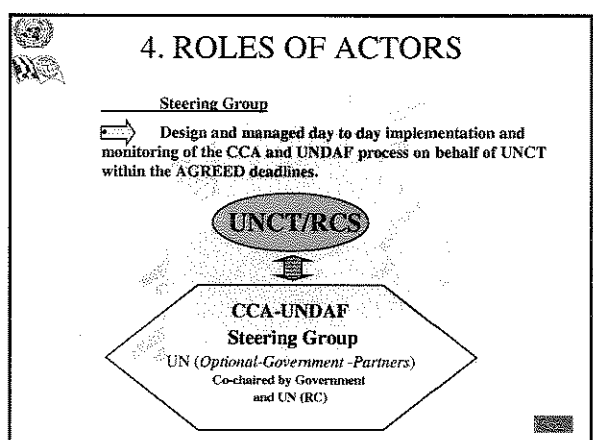
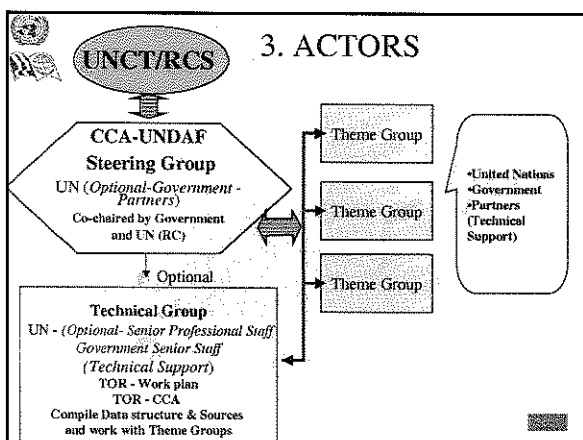
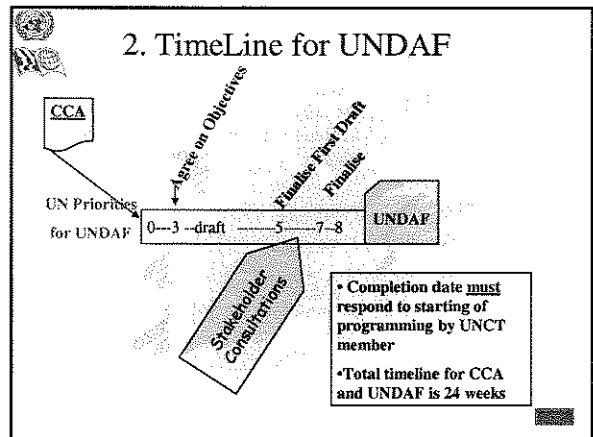
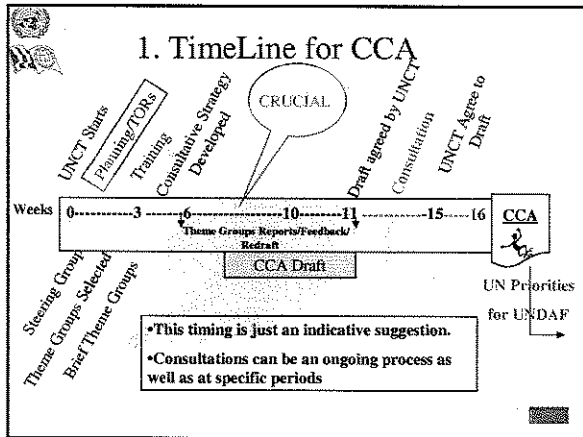
SMARTER Objectives

- Specific: clear, exact, understandable
- Measurable: (quantity, quality)
- Attributable: achievable by UN
- Relevant: actionable
- Timebound: Within UNDAF time-frame
- Evaluated
- Reviewed



Hierarchy of Objectives





ROLES OF ACTORS con't

Technical Group

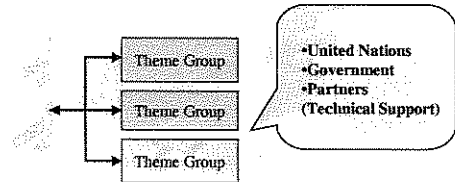
Where needed the technical group include technical staff to carry out the consolidation of material from the Theme Groups. If not used this becomes the role of the Steering Group.

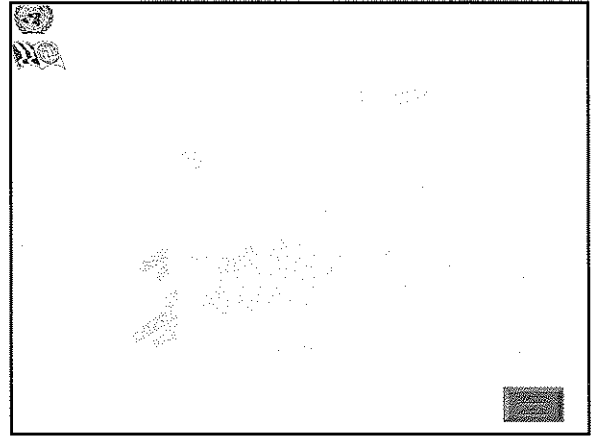
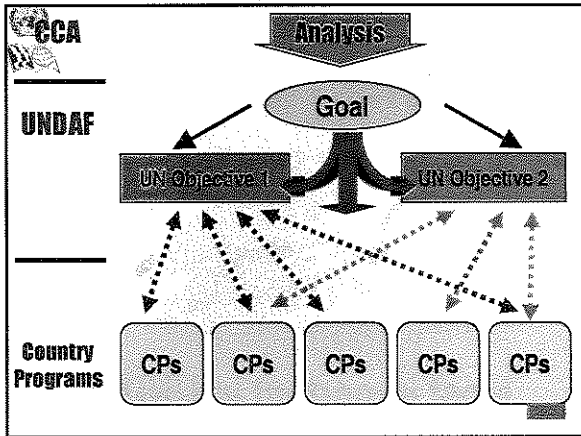


ROLES OF ACTORS con't

Theme Groups

They actually carry out the assessment and analysis for the CCA and suggest areas of priority for the UN.





Setting Objectives Exercise

- Put participants into four groups. Give each group copies of UNDAF Objectives
- The first objective is for the groups to categorise the objectives. Are they Directional or Impact Objectives? This is a 15-minute exercise
- Select at least one Directional Objective and propose an objective for the UNDAF which is an Impact Objective and responds to the SMART approach. This is a 30-minute exercise.
- Report back in Plenary Session. Observations by Resource Person followed by discussion.

The United Nations

CCA & UNDAF

TORs and Workplanning

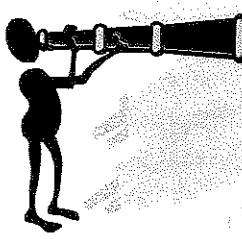


Setting Objectives



for results

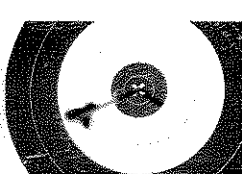
Types & Hierarchy of Objectives




Direction
↓
Impact
↓

What does “objective” mean in this presentation?

- Aim
- Mission
- Purpose
- Task
- **Target**
- Goal





Scope of UNDAF

- National needs and priorities **from CCA**.
- Cross-cutting issues **from CCA**.
- Coordinated follow-up to UN conferences, conventions, declarations.
- Regional and sub-regional issues.


UNDAF Guidelines



Key UNDAF Strategies

- Capacity development
- Support for social service delivery
- Policy dialogue and advocacy
- Targeting
- Collaboration on programming & operation
- Building partnerships
- Disaster preparedness and mitigation


UNDAF Guidelines



Process: Preparing for UNDAF

- Complete a quality CCA Document.
- Build consensus on the UN response.
- Harmonize programming cycles.
- Establish mechanisms (UNDAF Steering Committee, Thematic Groups) and TORs.
- Prepare a Workplan.


UNDAF Guidelines





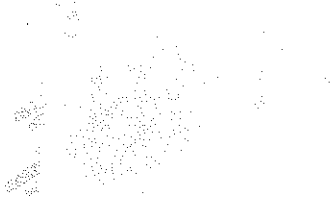


Product : UNDAF Structure

- Executive Summary
- Rationale
- Goals and Objectives
- Cooperation Strategies
- Follow Up and Review
- Programme Resources Framework
 - Annexes

UNDAF Guidelines





- Resource person visits each group after 20 minutes and chooses one topic for the particular group to develop a problem tree.
- The groups are told to discard the data tables and apply the issue chosen to their own country. They must conceptualise the problem tree in terms of immediate, underlying and basic causes.
- Each group has 30 minutes to develop a simple problem tree.
- Each group reports back in plenary and the Resource Person comments on the linkages followed by a Q&A




United Nations Development Assistance Framework

A common UN response to a country's
development challenges



UNDAF: An Overview

- What is UNDAF?
- What will UNDAF Achieve?
- What Partners and Linkages are there?
- **Process:** Preparing for UNDAF
- **Product:** Proposed UNDAF Structure
- What have we learnt?
- Transforming Challenges into Opportunities



WHAT IS ANALYSIS


- It involves probing in depth into the development challenges, and establishing trends in development.
- This requires building a problem tree, which identifies the immediate causes of the problem, the underlying causes and the basic or structural causes.
- The analysis often shows that there are common basic or structural causes to different development problems."

CCA Guidelines 1999

From Assessment to Analysis

Analysis using Problem -Trees

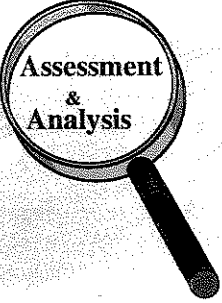




Analysis using Problem -Trees





Components of the Indicator Framework

■ Types of Indicators

- * 40 socio-economic (including environment)
- * 7 governance and civil and political rights
- * 10 key demographic and economic contextual
- * Supplementary thematic - forthcoming



How do we ensure that the CCA is relevant and useful?




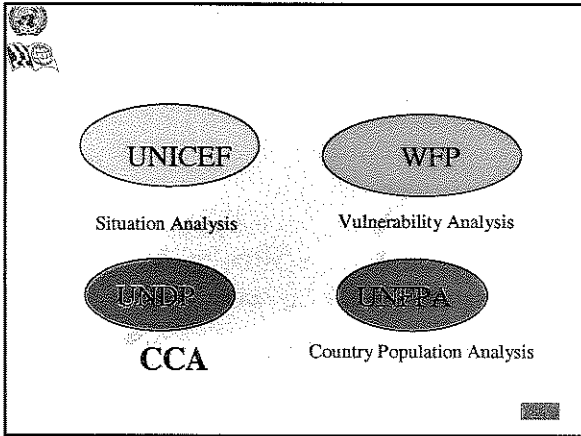
ASSESSMENT

"Assessment is a process for determining which problems exist . . ."

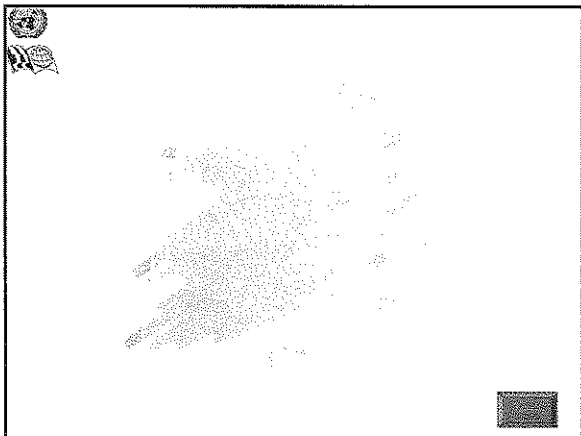
ANALYSIS

"Analysis is a process for determining causes of problems, and relations among them."





- ### CCA: an On-going Process
- CCA document not the end
 - Process needs to be monitored and sustained
 - Computerised database to be maintained
 - Next steps:
 - Prepare UNDAF and Country Programmes




The United Nations
The Common Country Assessment (CCA)
Indicator Framework




Objective:

“Achieve deeper knowledge of key challenges, based on a common analysis and understanding of the development situation of a country and a people-centred approach.”




Expected Outputs

- A clear participatory process
- A document with key development challenges jointly identified, assessed, and analysed
- Common information base
- Common understanding of challenges
- Strengthened analytical capacity & Capacity Building
- Improved UN collaboration



Partnership in Action

- CCA undertaken by United Nations system *with* key partners - in particular government
- Putting the UN back in the policy arena



CCA Partners

- UN System
- Government
- Civil society
- Private sector
- Donor community
- Bretton Woods Institutions
- Non-Resident Agencies




UN Reform




UN Reform context - Millennium Summit


- **The Political Significance of the Millennium Summit**
- **Critical Issues:**
 - ◊ **Poverty Eradication**
 - ◊ **Girls Education**
 - ◊ **Post-conflict**
- **Improved Coordination**




Progress to-date




- **More effective UN country teams**
- **100 CCA exercises**
- **74 countries working on UNDAF**
- **40 UN Houses**
- **60 RCs selected by new procedures**
- **RCNet and Learning Network**
- **30 CCA/UNDAF Workshops for Country Teams**
- **1600 staff trained**



Challenges





- **Mainstreaming of UN reforms**
- **Rationalisation and simplification**
- **Strategic partnerships**
- **Comprehensive approach to countries in crisis**



“No shift in the way we think or act can be more critical than this: we must put people at the centre of everything we do.”



Kofi Annan, Millenium Report






UN Reform In Action



One World,
One Mission,
One UN




UNited for A Better World



Reform is not an end in itself, but
a means to make a significant
difference in the lives of people





Why UN Reform ?




The future success of the United Nations hinges on its ability to:


- adapt to a changing environment
- demonstrate its relevance
- address institutional weaknesses
- build on its strengths



What is UN Reform?



- An organization-wide transformation
- Creation of a new leadership and management structure
- A comprehensive approach to peace and development, with human rights as a cross-cutting issue

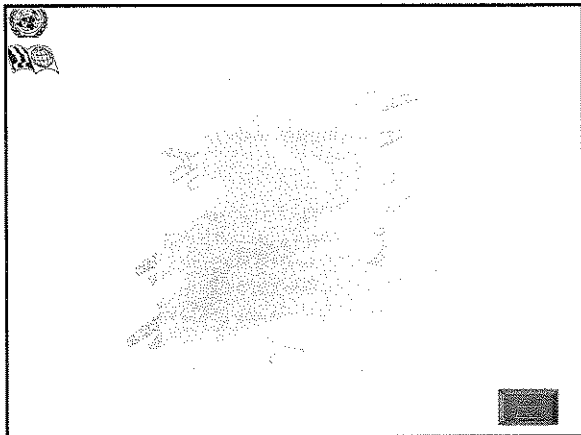




Question Time

- What is your main expectation for this workshop?
- What questions do you have about:
 - UN Reform?
 - CCA?
 - UNDAF?

Ground Rules



A CCA-UNDAF Resource Person's Role

The illustration depicts a resource person's role in a workshop. On the left, a stick figure stands by an easel with a blank board, representing the role of a facilitator or resource person. On the right, another stick figure stands by a large, lit torch, symbolizing leadership or a guiding light. In the center, three small cards with numbers 1, 2, and 3 are scattered on the floor, suggesting a structured process or agenda.