UN Coherence at the Regional Level

Synergies and Complementarities Between the Regional Coordination Mechanism and Regional Directors’ Team

July 2008
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EXECUTIVE SUMMARY

“I would like to see greater alignment of this RCM with the RDT of the UNDG EXCOM agencies, and I also encourage you to begin discussion on integrating the work of non-resident and regional agencies in national processes.”  Secretary General, RCM Bangkok, 10 December, 2007

“By promoting greater synergies (with the RDT), your efforts within the RCM framework can help redress, at least partly, capacity and resources constraints faced by the UN system agencies, which thus can help getting more out of our money.”  Deputy Secretary General, RCM Santiago, 26 November, 2007

There is an ever-increasing premium placed on the goal of improved coordination among UN agencies as a means of enhancing UN coherence and getting the highest possible value on the ground from limited resources. The RCMs and the RDTs both bring together a number of agencies and are, each in itself, important instruments for achieving this goal. Improved complementarity and coordination between the RCMs and RDTs can avoid overlaps and duplication and ensure the best combined result.

In carrying out the review with a view to this objective, it became evident that there is the prior, necessary step of ensuring the effectiveness of the RCM itself. It is important also to note that coordination is a responsibility that must be shared among the RCM, RDT and their respective members; however, in view of the sponsorship for this study, it focuses primarily on the role of the Regional Commissions. In that context, the Executive Secretaries are asked to consider the following recommendations aimed at: (i) improving the effectiveness of the RCMs and (ii) improving coordination and enhancing synergy between the RCMs and RDTs.

Actions to improve the effectiveness of RCMs

- The Regional Commissions should share experience and good practice across the RCMs toward formulating a more consistent model/approach. The model/approach should be:
  - Grounded in a clear and distinct role for the RCMs
  - Based on accountability of the RCM and its members for measurable results and concrete, time-bound work-plans
  - Focused on the regional/sub-regional agenda, trans-boundary issues and thematic/policy coherence in a manner that ensures synergy and
complementarity (vs. duplication and overlap) with the country- and operationally-focused RDTs

A consistent model/approach across would imply a set of generic core functions for the RCM applied across all regions supplemented by additional value-added functions that are specific to the context (including history and current positioning of the RCM) and priorities of each region. Such a consistent approach adopted by the 5 regions has the best prospect of being “institutionalized” and embedded within the UN system. The annual meetings of the Regional Commissions’ Chiefs of Programme Planning should have a standing agenda item on RCMs to exchange information on RCM developments and experience of the Regional Commissions in their strategic coordination role.

- To ensure sustainable success, the RCMs should concentrate on a limited set of core functions and deliverables that, inter alia, leverage the comparative advantage of the Commissions in terms of their convening power, policy expertise and analytical capacity:
  - Promoting the necessary synergies in the UN’s normative, analytical and operational work at the regional level to ensure a coherent UN regional development agenda
  - Linkage across emerging global trends/issues, regional/sub-regional concerns and CCAa/UNDAFs with an emphasis on proposals for concrete responses at the regional level
  - Delivery of a limited number of regional/sub-regional thematic initiatives, including those to address trans-boundary issues, that require coordinated effort by multiple agencies, possibly through results-based “clusters”/thematic working groups
  - Support to UN Country Teams by “anchoring” network of UN system analytical, policy and advisory expertise in Region
  - MDG Reporting and other joint products

- Regional Commissions, as convenors of the RCM, should seek to place the RCM firmly within the UN architecture comprising the CEB and its three pillars, and link RCM to HLCP in a manner similar to how the RDT is linked to UNDG, but with greater flexibility to enable selective interaction on an “as-needed/on-demand” basis

- Regional Commissions and other RCM members should help disseminate knowledge of the potential contribution of the RCMs, particularly to UNCTs and to the CEB machinery
- Regional Commissions should put in place a minimum level of required dedicated capacity to support the RCMs and leverage technology to the fullest possible extent through functional websites, regional knowledge management networks etc.; contributions by member agencies in cash or in kind should be explored, particularly in support of specific collaborative initiatives/deliverables.

**Actions to maximize synergy with RDTs**

- Ensure a clear division of labour with the RDTs as reflected in the model outlined above. The recommended division of labour can be broadly summarized as follows:

<table>
<thead>
<tr>
<th>TABLE 1: Respective areas</th>
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</thead>
<tbody>
<tr>
<td><strong>DIMENSION</strong></td>
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<tr>
<td><strong>GEOGRAPHICAL</strong></td>
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<tr>
<td><strong>FUNCTIONAL</strong></td>
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<td><strong>FOCUS</strong></td>
</tr>
</tbody>
</table>

There will necessarily be grey areas around this delineation. For example, the operationalization of regional and trans-boundary programmes at the country-level would fall within the scope of RCMs. Support through the Regional Economic Communities in Africa toward regional integration is an example of such a regional programme.

- To ensure the highest combined value-added (and to address any grey areas) on an ongoing basis, RCMs and RDTs should seek to coordinate their respective work-plans; the back-to-back annual meetings of the RDT and RCM pioneered in the Latin America and Caribbean region, together with cross-participation in other meetings, could provide the means for such a linkage, as could regular attendance of the Regional Commissions (also representing the RCM) at the RDTs; and consulting with UNDP in the preparation of the Annual meeting of the RCM would also help.
• Finally, Regional Commissions should build and maintain an effective, close and reciprocal relationship with UNDP in light of their respective roles in the RCMs and RDTs; they should also seek to enhance relationships with the regional arms of other agencies

**Two-Tier Structure**

The RCM should operate on a two-tier structure, learning from the experience of Africa and Asia-Pacific. The Executive-level tier would be common across all regions and meet annually. The second tier would be responsive to the specific context of each region and would rely on a cluster/thematic working group approach jointly to address specific initiatives, priorities and emerging challenges--leveraging technology (particularly collaborative tools) to the fullest possible extent.

**Next Steps**

The following course of action is recommended to move forward with support from the UN leadership, starting with the DSG (as the current Chair of the RCM) and the UNDG Chair, and from the wider system:

• Agreement on the RCM model/approach, as well as the actions related to improving synergy/coordination with the RDTs, among Executive Secretaries following review and discussion of the recommendations outlined above
• Discussion of the RCM model/approach and recommended actions with the DSG and with the UNDG Chair
• Pursue, through RCNYO RCNYO, ongoing efforts for integration of the RCM into the CEB architecture
• Discussion between the Executive Secretaries (as convenors of the RCMs) and the RDT chairs, including to adapt the model/approach to the specific context of each region
• Discussion within each RCM
• Continued exchange of experiences among the Regional Commissions on good RCM practices, including the 2-tier approach, joint deliverables, dedicated secretariat/capacity and participation/attendance.
SECTION 1

1. INTRODUCTION

The purpose of this study, commissioned under the aegis of the Regional Commissions, is to identify potential synergies and complementarities, and propose a division of labour between the two UN system regional coordination mechanisms, the Regional Directors’ Team (RDT) and the Regional Coordination Mechanism (RCM)\(^1\), with a view to improving system-wide coherence at the regional level. The Terms of Reference of the study are attached as Annex I. In carrying out this review, it became evident that there is the prior, necessary step of clarifying the role and ensuring the effectiveness of the RCM itself; this subject was thus included in the study.

The study is based on a desk review of relevant documentation, supplemented by interviews (primarily over the telephone) with members of RDTs, staff of Regional Commissions and other relevant officials at UNDP and UNDGO (recently renamed the Development Operations Coordination Office). The consultant is grateful for their time and contributions and, particularly, for the support provided throughout by RCNYO.

The preliminary findings and recommendations of the study were presented at the meeting of the Executive Secretaries in Addis Ababa in June, 2008, and provided the basis for a discussion among them. The results of their discussion are incorporated in this version.

This brief note starts with background information on the RCM in the five regions since its conception within UN Resolution 1998/46. It then briefly discusses the ongoing evolution of the RDT starting with the pilot decided by the UNDG ExCom Agency Principals in December 2004 (and initiated in early 2005) to strengthen the work of the UN in southern Africa. This is followed by a review of the relationship between the RDTs and the RCMs and the related matter of the collaboration between the UNDP and

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\(^1\) Different terms have been used for this mechanism in the different regions: Regional Consultation Meetings, Regional Coordination Group, Regional Coordination Meetings and Regional Coordination Mechanism. In their meeting in Addis Ababa in June 2008, the Executive Secretaries decided to consistently use the name, Regional Coordination Mechanism (RCM).
the Regional Commissions. The note concludes with a presentation of recommendations to be considered by the Executive Secretaries. The recommendations address both, the effectiveness of the RCM itself and the goal of synergy across the RCMs and RDTs.
2. RCMs

The RCMs were begun pursuant to UN Resolution 1998/46 which recognized, inter alia, that “the team leadership role of the Regional Commissions calls for their holding regular inter-agency meetings in each region with a view to improving coordination among the work programmes of the organizations of the United Nations system in that region.” The first set of meetings was held in 1999 and chaired by the Deputy Secretary General (DSG). Starting in 2000, the Executive Secretaries have been chairing the meetings. In light of the renewed emphasis on system-wide coherence, the Executive Secretaries invited the DSG to chair the latest round of meetings in three of the regions, in late 2007 and early 2008.

In the interim, the RCM has evolved differently in the five regions. The evolution and current characteristics of the RCM in each region are presented in Annexes II A to II E; comparative highlights are shown in the table on the following page. The RCM has been through up to three “waves” of reform and/or revitalization. In Africa and Asia-Pacific, it operates through 2-tiers, an executive level tier, and a second tier of working groups/clusters organized by specific sectors and themes. These and other differences make it difficult to present a common picture across the regions. The evolution and current status in each region is outlined below; the salient findings and recommendations of relatively recent reviews of the RCMs in three regions are also included.

2.1 AFRICA

- Early and clear recognition that the RCM was in support of the UN system-wide Special Initiative on Africa (SIA); subsequently, in 2002, the SIA was brought to a close and the General Assembly adopted NEPAD as the framework for concentrating UN support to Africa
- Break in 2005, Revitalized in 2006 (see reference to ECA and JIU Assessment further below)
- Very broad participation with some 40 plus agencies attending including African Development Bank, World Bank and IMF
- Operates through “clusters”—started with 5 and now has 9 clusters and 10 “sub-clusters”; each cluster led by a designated agency
• RCM meets annually for 2 days; some “clusters” meet separately

**TABLE 2: RCMs—REGIONAL COMPARISON**

<table>
<thead>
<tr>
<th>Region</th>
<th>Meetings</th>
<th>Participants</th>
<th>Mode of operation</th>
<th>Recent Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>Annual</td>
<td>50 + agencies</td>
<td>Operates through “clusters”</td>
<td>• ECA Assessment 2004</td>
</tr>
<tr>
<td></td>
<td>• 1999-2004</td>
<td>Includes AU, NEPAD, African</td>
<td>Started with 5, now 9</td>
<td>• JIU Report, 2005</td>
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<td></td>
<td></td>
<td>Development Bank, World Bank</td>
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<tr>
<td></td>
<td></td>
<td>and IMF</td>
<td></td>
<td></td>
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<tr>
<td>Asia-Pacific</td>
<td>Annual</td>
<td>35 members</td>
<td>Explicitly works on 2 tier structure:</td>
<td>• RCM Review of 3 TWGs, 2006</td>
</tr>
<tr>
<td></td>
<td>• 1999-2002</td>
<td>Includes World Bank</td>
<td>• Executive level</td>
<td>• Regional Mapping Study (in Draft)</td>
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<td></td>
<td></td>
<td></td>
<td>• 6 Thematic Working Groups (TWGs)</td>
<td></td>
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<td></td>
<td></td>
<td>Ad-hoc meetings added</td>
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<td></td>
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<td>recently and 2nd meeting</td>
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<td></td>
<td></td>
<td>planned for 2008</td>
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<td></td>
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<tr>
<td>Europe</td>
<td>Annual</td>
<td>15-22 agencies</td>
<td>Plenary Discussions</td>
<td></td>
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<tr>
<td></td>
<td>• 1999-2000</td>
<td></td>
<td>3 clusters were formed but were not</td>
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<td></td>
<td></td>
<td></td>
<td>sustained</td>
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<td></td>
<td>• 2002-2003</td>
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<td></td>
<td></td>
<td></td>
<td>Plenary Discussions</td>
<td></td>
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<tr>
<td></td>
<td>• 2005</td>
<td></td>
<td>Back to back meeting with RDT for last 2</td>
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<td></td>
<td></td>
<td></td>
<td>years</td>
<td></td>
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<tr>
<td>Latin America &amp;</td>
<td>Annual</td>
<td>15 agencies</td>
<td>Plenary Discussions</td>
<td></td>
</tr>
<tr>
<td>Caribbean</td>
<td>Two distinct “waves/cycles”</td>
<td>Participating at level that</td>
<td>Back to back meeting with RDT for last 2</td>
<td></td>
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<tr>
<td></td>
<td>• 1999-2001</td>
<td>enables substantive</td>
<td>years</td>
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<td></td>
<td>discussion</td>
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<tr>
<td>West Asia</td>
<td>Annual</td>
<td>25 agencies</td>
<td>Plenary Discussions</td>
<td>• Report of the Office of Internal</td>
</tr>
<tr>
<td></td>
<td>• 1999-2006</td>
<td>Includes IMF and World Bank</td>
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<td>Oversight Services, 2006</td>
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The effectiveness of the RCM in Africa was assessed by ECA in preparation for the Sixth RCM in 2004. The Assessment concluded that “beyond serving as a forum for sharing information and identifying issues of common concern, the regional consultations have not, however, fully realized their objective as an instrument for joint action and strategic coordination.”

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2 Invited to last meeting but did not attend
In 2005, the Joint Inspection Unit prepared a report entitled, “Further measures to strengthen UN system support to NEPAD”, focused largely on the effectiveness of the RCM. Its recommendations included:

- A review of the efficiency of the clustering arrangement
- Ensuring that only officials responsible for regional consultations and coordination of activities related to NEPAD within their organization attend the annual meetings
- Conveners of each cluster to establish predictable schedule of meetings and a follow-up mechanism for implementation of decisions taken
- Clusters to focus on a few joint UN regional programmes/projects
- Measures to enhance the human resources capacity of ECA for effective and efficient coordination
- RCM meetings be co-chaired by representatives of the AU Commission or NEPAD Secretariat

The three subsequent RCMs in 2006, 2007 and 2008 have given increasing attention to the implementation of these recommendations.

**2.2 ASIA-PACIFIC**

- Under current leadership, there have been more frequent meetings, including ad-hoc meetings, such as on the occasion of the SG’s visit to Bangkok; following a regular meeting in February, 2008, a second regular meeting is planned for June, 2008
- RCM explicitly has a 2-tier structure:
  - Executive-level meetings focused on policy consensus on opportunities for increased regional cooperation
  - Operational-level thematic working groups (TWG) focused on specific operational and programmatic issues that could benefit from regional cooperation
- Currently, there are 6 TWGs with additional emphasis on Knowledge Management, particularly in support of evidence-based advocacy

The RCM of December, 2006 reviewed the activities of the TWGs and identified three common issues:
• How to achieve greater focus
• How to align work with the variety of geographical sub-regions covered by member agencies
• How to ensure consistent participation in TWGs

and suggested that:

• RCM establish a secretariat for each TWG
• Each TWG carry out at least one joint activity with the budget contributed by member agencies

The RCM of February 2008 considered means of strengthening the effectiveness of the RCM as a mechanism for “delivering as one” at the regional level and suggested the development of an annual RCM work-plan outlining key results with time-bound targets, indicators and deliverables. One key joint product of the RCM was the recently issued “Regional Mapping Study” commissioned by ESCAP. This was the first ever overview of the regional programmes of RCM entities in the region and is expected to provide a useful foundation for promoting synergy and co-operation among the entities. The study, inter alia, notes that:

• Agencies may need to sharpen their programme focus and the RCM should continue to strengthen coordination through the TWGs and seek ways to strengthen regional coordination in programme formulation
• RCM has the opportunity to demonstrate many comparative advantages of regional-level programming, particularly in the context of increasing importance of regional-level programmes

2.3 EUROPE

• Following the first two meetings in 1999/2000, there have been 3 meetings in 2002, 2003 and 2005
• Early meetings focused on main development trends and challenges with participants sharing information on their work-orientation
• More recent meetings have focused on system-wide topics, including the achievement of the IADGs
• 3 clusters were formed following one meeting but were not sustained
• Between 15 and 22 agencies were represented at meetings
• Geographical dispersion and the challenge of identifying topics of common interest to a wide array of specialized agencies have been constraints
2.4 LATIN AMERICA AND THE CARIBBEAN

- There have been 2 distinct “waves” or “cycles” of the RCM:
  - 1999-2001: 1st two meetings focused on information exchange among agencies; 2001 meeting focused on Caribbean and included intergovernmental organizations from the sub-region
  - 2004-2007: Grounded in UN-wide commitment to coherence and to MDGs
- Ongoing connection with RDT through ECLAC participation in RDT, including in the Global RDT meetings
- Back-to-back meetings with the RDT in 2006 and 2007
- RCM “tasked” with MDG Reporting
- About 15 UN agencies participated in 2007 meeting, chaired by DSG
- Participation maintained at a level that enables meaningful substantive discussion

2.5 WESTERN ASIA

- Recent focus has been on MDGs and on “Delivering as One” Has met annually, and sometimes bi-annually, between 1999-2006; break since then in light of security situation in region; next meeting planned for August, 2008
- ESCWA is considering sharp focus through two thematic working groups: Climate Change and Tracking of progress in achieving MDGs
- Participation reached about 25 agencies including IMF and World Bank

As part of its Report on the Inspection of the programme and administrative management of the Economic and Social Commission for Western Asia, February 17, 2006, the Office of Internal Oversight Services included recommendations related to the functioning of the RCM, including:

- An in-depth review of the role, methods of work and support resources of the Group aimed at transforming it into a robust tool for regional coordination, creating a reliable mechanism for implementing its recommendations and ensuring effective staff support to its revitalized role
Enhanced Importance of RCM

“I would like to see greater alignment of this RCM with the RDT of the UNDG EXCOM agencies, and I also encourage you to begin discussion on integrating the work of non-resident and regional agencies in national processes.”

SG, Bangkok, 10 December, 2007

“..Regional mechanisms such as this (RCM) meeting play as an important bridge between Headquarters and country offices, and can have substantial impact in terms of improving the support provided by the UN system to countries. The Regional Coordination Meetings (RCM), mandated by ECOSOC, provide a key inter-agency forum for consultations and to promote more coherence and collaborative work among the UN agencies working in the respective regions. This RCM, which has been preceded by yet another successful meeting of the RDT, represents an excellent opportunity to generate improved cooperation and coordination between UN agencies working in the Latin American and Caribbean region. By promoting greater synergies, your efforts within the RCM framework can help redress, at least partly, capacity and resources constraints faced by the UN system agencies, which thus can help getting more out of our money.”

DSG, ECLAC, Santiago, 26 November, 2007

- United Nations Regional Commissions to …provide a comprehensive regional intergovernmental forum for policy dialogue and consensus-building, which may serve as regional mechanisms for enhancing policy and programme coherence among United Nations entities;
- Funds, programmes, specialized agencies and other entities of the United Nations system at the regional level and regional commissions to:
  (i) Further strengthen cooperation and coordination among each other at the regional level and with their respective headquarters, notably with a view to providing oversight, support and quality assurance to operational activities of the United Nations system at the country level; and
  (ii) Ensure full participation of all agencies, funds and programmes of the United Nations system, including those that are not represented at the country or regional levels, in their work.

Excerpt from Triennial Comprehensive Policy Review, 2007
• ESCWA should proactively engage the UNDP Regional Bureau for Arab States in developing a comprehensive and specific framework of longer term cooperation when strengthening the regional dimensions of operational activities; such framework should also extend to all regional offices of the United Nations system and to United Nations country teams. It should use web-based knowledge management regional networks as the major resource for more effective collaboration

• Use of the web, web-based knowledge management networks and other electronic tools in support of the above.
3. RDTs

The Regional Directors’ Teams (RDTs) have had a much shorter formal existence than the RCMs. The UNDG ExCom Regional Directors have met over a longer period and DGO (recently renamed Development Operations Coordination Office) has facilitated Global meetings since 2000. The concept of RDT was formally initiated in 2005 with the RDT for Southern Africa. This RDT pilot was discussed at the UNDG ExCom Global meeting of 2005 and, starting in 2006, started to be applied across all regions. Unlike for the RCM, where each of the five Regions have been on their own for the past decade, the six RDTs (including two for Africa) have operated with the guidance and support of the UNDG/DGO. Nevertheless, they have evolved somewhat differently.

The RDT pilot in southern Africa was set up around three clear outcomes: (i) UNCTs working together to address the “triple threat” of HIV/AIDS, Food security and Weakened Capacity; (ii) strategically reoriented UN programs to respond to the triple threat; and (iii) increased resource mobilization to better support countries’ response to the triple threat. It started with agreed “rules of engagement”, leadership and coordination arrangements with a “light secretariat”, an annual (2005) work-plan and results matrix, a focus on regional partnerships, and a support mechanism in the form of a programme support group. The scope/mandate of the RDTs has since evolved around two predominant elements: coordinated programme support to UNCTs and coherent oversight of Resident Coordinators/UNCTs. Support to crisis/emergencies, MDGs and issues such as “mapping of expertise” have also been on the agenda in some cases.

The RDT membership was initially limited primarily to the UNDG ExCom agencies. A move toward greater inclusion began in 2006 and is evident also at the global level starting in 2007, when the Global meeting was explicitly for Global Regional Directors (vs. UNDG ExCOM Regional Directors) and included other agencies specifically as part of the RDTs. The global RDT meeting in Oslo in March, 2008 provided another impetus to broader participation (see below). The membership of the LAC RDT has expanded, for example, from 4 members in 2003, to 6 in 2006, and to 14 at the most recent meeting in 2008.
The southern Africa RDT meets monthly, supported by a “secretariat” in Johannesburg. The RDT for western and central Africa meets quarterly. The Asia-Pacific RDT has been meeting both around Board sessions in NYC as well as 2-3 times/year in Bangkok. The RDT for Europe has typically met primarily around Board sessions but with UNDAF roll-outs planned for 10 countries in the Europe/Central Asia region, has been very active recently. For the Arab States, the Deputy Directors meet monthly, with the Directors meeting 4-5 times a year, including in the region (most recently, in Amman). The RDT for Latin America and the Caribbean meets on a quarterly basis.

3.1 CURRENT GUIDANCE ON FUNCTIONS, MEMBERSHIP AND SUPPORT

The six RDTs have met together in global meetings in Rome in March, 2007 and in Oslo in March, 2008. There is no clear agreement on the mandate or ToR for the RDTs. There was an attempt in Oslo to formulate a common ToR etc.; agreement was reached on “minimum guidance on the functions and working of RDTs”. This guidance is summarized below:

3.1.1 CORE FUNCTIONS

The central role of the RDTs is to provide leadership, strategic guidance and support to RCs/UNCTs for the achievement of country level results.

- Provision of coherent and timely support to UNCTs, including but not limited to programming processes.
- Performance management and oversight.
- Quality assurance of key outputs. (Greater clarity is required on the role of RDTs in relation to quality assurance in particular, and to monitoring and evaluating CCA-UNDAFs)
- Any other regional priorities (partnerships, advocacy, resource mobilization etc).

(Author’s note: The last bullet above does not readily fit the “core” country- and operations-related mandate of the RDT and, in the context of a division of responsibility between the RDT and the RCM, is more in line with the regional mandate of the RCM.)

3 Excerpted from the Final report of the Eighth Annual UNDG Global Regional Directors Meeting, 5-6 March 2008, Oslo, Norway. Comments from the discussion in the related session are shown in parentheses.
### 3.1.2 MEMBERSHIP

- Membership should be progressively inclusive, while maintaining commitment to the effective provision of support to RC/UNCTs. (RDT collaboration and complementarity with Regional Commissions and other regional entities in regional/sub-regional programme initiatives is important and should be further considered. Representatives from the Regional Commissions should be invited to RDT meetings where relevant.) (Participation of NRAs and Specialized Agencies in RDTs is both critical and welcome)
- Membership can vary according to the function and issue being addressed. Participation of NRAs and Specialized Agencies in RDTs is both critical and welcome in the programming process, defined by programme rationale and relevance and not by institutional demands.

### 3.1.3 SUPPORT

- A minimum level of support for the core functions could include an experienced programme officer, a regional coordination specialist and secretarial support
- UNDP is currently funding L3-L4 Regional Coordination Specialists. HQ Agencies to consider additional funding.
- Support should come from all members in kind and in cash (RDT members will consider cost-sharing capacity to ensure long term sustainability)
- DGO support --US$ 75,000 per region in 2008

### 3.2 FUNCTIONING

The core work of the RDTs with respect to support to the UNCTs is expected to be done through Convening Agencies (CA). The CAs in each region are agreed to annually by the Regional Directors of the ExCom agencies at their first annual meeting in consultation with other UNDG Agencies including Non-Resident Agencies (NRAs) and Regional Commissions. The CA is charged with the responsibility of:

- Ensuring full engagement and teamwork of the UN System, including Specialized Agencies, Regional Commissions and Non Resident Agencies, in the analytical work and other stages of the UNDAF development process of the UNCTs in the countries concerned
- Promoting participation of Regional Commissions and all UNDG Agencies including NRAs and specialized agencies at all stages of work
• Liaising with other Focal Points and regional and sub regional expertise to ensure that (sub) regional priorities are given due consideration in the common country programming process, while respecting national priorities.

The latter two functions listed above necessarily require close interaction with the RCM and with the Regional Commissions.
In light of the short formal existence of the RDTs, the issue of collaboration between the RCMs and RDTs is an “emerging” issue. The relationship between the RDTs and RCMs is yet to evolve and currently varies across Regions. The Latin America and Caribbean RDT was the first to include ECLAC as part of its membership. The region has also “pioneered” the format of “back-to-back” annual meetings of the RDT and RCM over the past two years.

Aside from this example, there is no consistent, regular linkage between the RCMs and the RDTs and hence no opportunity to discuss and maximize synergies in their respective work-plans and explicitly avoid duplication/overlaps.

It is also important to consider the collaboration between the Regional Commissions and UNDP in light of their critical roles in the RCMs and RDTs respectively and in the UN system more generally. In 2006, the High-level Panel on system-wide Coherence called for UN regional setting to be reorganized around the catalytic role to be played by the Regional Commissions and UNDP:

- Regional Commissions with respect to analytical and normative work, as well as activities of a trans-boundary nature
- UNDP for coordinating the servicing of the UN Country Teams.

In light of the above, effective collaboration between the Regional Commissions and the UNDP can significantly enhance coordination at the regional level.

The Regional Commissions and UNDP reconfirmed their commitment to collaboration through an Umbrella Agreement signed in October 2007 (which superceded the Strategic Compact signed between them in 2000). The Agreement has a broad scope
and specifically recognizes “support to regional coordination mechanisms with the aim of maximizing the complementarities between the Regional Commissions and UNDP”, as well as cooperation at country, regional and global levels. The Agreement also specifically calls, inter alia, for:

- The Regional Commissions to continue to organize annual RCMs in consultation with UNDP, which is to participate in the meetings at senior level
- The Regional Commissions to participate as observers in relevant segments of UN Resident Coordinator/resident representative meetings and for UNDP to facilitate Regional Commission contributions to UNDG regional structures (importantly, the RDTs which are emerging as the key UNDG “regional structure”)
- The Regional Commissions and UNDP to hold annual consultations at the global and regional levels, the former at the level of Executive Heads.

The Umbrella Agreement thus already provides fully for the means and mechanisms for effective collaboration between the Regional Commissions and UNDP as well as for effective communication and coordination between RCMs and RDTs. The challenge then is to fully operationalize this agreement—consistently in all Regions.
5. **Findings & Recommendations**

This is an opportune time to address the issues of effectiveness of the RCMs and of synergy in regional coordination for a number of reasons:

- Regional coordination remains a high priority as part of UN Reform
- UN leadership is giving the RCM renewed attention
- The importance of regional programmes is likely to increase
- A number of Regional Commissions have been taking stock and “repositioning”
- The terms of reference of the RDTs are also under consideration

It is also striking that there is limited knowledge, of the RCMs outside of the Regional Commissions/those who participate in RCMs. The fact that the RCMs have been operating in very different ways is in itself a constraint to improved understanding of the RCM across the UN system. This issue will need to be addressed for the RCM to be embedded in, and recognized as an important element of, the UN’s regional architecture, and for it to be effective in delivering results. A consistent “model/approach” of the RCMs across the 5 regions would help to achieve this objective. Such a consistent approach would imply a set of generic core functions for the RCM applied across all regions, supplemented by additional value-added functions that are specific to the context (including the history and current positioning of the RCM) and priorities of each region.

The varied operation within the RCMs over the past decade does offer an advantage in moving ahead. The different experience across the regions, and the lessons that have already been drawn from this experience, provide most of the thinking needed toward shaping a more consistent model. Interestingly, the RCMs can also learn from the experience of the RDTs (and vice versa), because the two mechanisms face some common challenges.

The key issues and trade-offs that need to be addressed in considering the effectiveness of the RCMs include:
• Inclusive membership without detracting from the ability to carry out a substantive dialogue and to make decisions
• Ensuring that the relevant staff of the agencies attend and that there is continuity
• Effective and efficient means and processes for systematic follow-up
• An eye on results and tangible benefits vs. the RCM becoming only a forum for discussion
• Focus on a limited number of key areas/functions vs. pursuit of a wide-ranging, fragmented agenda
• Putting in place adequate resources/capacity to ensure monitoring and delivery of the RCM agenda and agreed work-plan; the required resources should, in the first instance, be “freed” up through redeployment within the budgets of the Regional Commissions (to sustain the RCMs) and other member agencies (to deliver on specific initiatives)

The fundamental principles that should be kept in mind when considering the coordination/synergy between the RDTs and RCMs include:

• Coordination is intended for a specific objective—avoiding overlap, maximizing synergy and thus ensuring the highest combined value-added from limited resources
• Processes for coordination should be “light” and not, in any way, add to existing bureaucracy
• Coordination is a mutual responsibility between the RCMs and RDTs and should be based on stronger, 2-way collaborative interaction
• The relative positioning and division of labor between the RCMs and RDTs should be based on clear, distinct roles deriving from their respective mandates; it is particularly important to avoid issues with respect to the RCMs’ clear regional and policy mandate on the one hand, and the RDTs’ clear Resident Coordinator/UNCT oversight mandate on the other.

Finally, it should be noted that coordination is a UN-wide objective in the interest of all agencies, and is thus a responsibility that must be shared among the RCM, RDT and their respective members. However, since the sponsors of this study are the Regional Commissions, the recommendations herein are heavily weighted toward their role, as convenor of the RCM.

The findings of this study and its recommendations, taking account of the above issues and principles, are summarized in the matrix that follows.
### Table 2: Summary of Findings and Recommendations

<table>
<thead>
<tr>
<th><strong>Findings</strong></th>
<th><strong>Recommendations</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• The value added and the specific results intended to be achieved by the RCM are not clearly articulated</td>
<td>• The Regional Commissions should share experience and good practice across the RCMs toward formulating a more consistent “model” (adapted to the specific context of each region). The model should be:</td>
</tr>
<tr>
<td>• There is no clear commonality of overall objectives beyond contribution to “delivering as one”</td>
<td>o Grounded in a clear and distinct role for the RCMs</td>
</tr>
<tr>
<td>• The “mode of operations” of the RCM varies significantly across the Regions</td>
<td>o Based on accountability of the RCM and its members for measurable results and concrete time-bound work-plans</td>
</tr>
<tr>
<td></td>
<td>o Focused on the regional/sub-regional agenda and thematic/policy coherence in a manner that ensures synergy and complementarity (vs. duplication and overlap) with the country- and operationally-focused RDTs</td>
</tr>
<tr>
<td></td>
<td>The annual meetings of the Regional Commissions’ Chiefs of Programme Planning should have a standing agenda item on RCMs to exchange information on RCM developments and experience of the Regional Commissions in their strategic coordination role</td>
</tr>
<tr>
<td>• RCMs’ agenda is varied and ranges from fairly limited to very broad and fragmented; the agenda is not consistently aligned with the unique comparative advantage that the Regional Commissions can bring to the functioning of the RCMs</td>
<td>• To ensure sustainable success, the RCMs should concentrate on a limited set of core functions and deliverables that, inter alia, leverage the comparative advantage of the Commissions in terms of their convening power, policy expertise and analytical capacity:</td>
</tr>
<tr>
<td>• With the RDTs focused on operations and coherence of support to the</td>
<td>• Promoting the necessary synergies in the UN’s normative, analytical and</td>
</tr>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
UNCTs with respect to the CCA/UNDAF (and on performance management and oversight), the natural niche for the RCMs is:
- Promoting coordination among RCM entities toward a coherent UN regional development agenda
- Global, Regional and sub-regional agenda, including linkages to country level
- Ensuring Policy coherence and thematic coordination
- Multi-country “knowledge” activities

<table>
<thead>
<tr>
<th>Operational work at the regional level to ensure a coherent UN regional development agenda</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Linkage across emerging global trends/issues, regional/sub-regional concerns and CCAs/UNDAFs with an emphasis on proposals for concrete responses at the regional level</td>
</tr>
<tr>
<td>o Delivery of a limited number of regional/sub-regional thematic initiatives, including those to address trans-boundary issues, that require coordinated effort by multiple agencies, possibly through results-based “clusters”/thematic working groups</td>
</tr>
<tr>
<td>o Support to UN Country Teams by “anchoring” network of UN system analytical, policy and advisory expertise in Region</td>
</tr>
<tr>
<td>o MDG Reporting and other joint products</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The RCM does not appear to be clearly linked into the UN architecture comprising the CEB and its three pillars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Commissions, as convenors of the RCM, should seek to place the RCM firmly within the UN architecture comprising the CEB and its three pillars, and link RCM to HLCP in a manner similar to how the RDT is linked to UNDG, but with greater flexibility to enable selective interaction on an “as-needed/on-demand” basis</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>There is limited knowledge of the RCMs outside of Regional Commissions and those that participate in them</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Commissions and other RCM members should help disseminate knowledge of the potential contribution of the RCM, particularly to UNCTs and the CEB machinery</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The “management” of the RCM to</th>
</tr>
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<tbody>
<tr>
<td>Regional Commissions should put in</td>
</tr>
</tbody>
</table>
achieve results will require some dedicated resources, which are not available in all Commissions
- ECA has decided on dedicated “secretariat” capacity

| There is significant potential for wasteful overlap and duplication in the scope of the RCMs and RDTs | Ensure a clear “division of labor” with the RDTs as reflected in the model outlined above. The recommended division of labor can be broadly summarized as:
- On geography—RDTs focus on country and RCMs on the regional/sub-regional agenda, including its linkage to, and integration into, country-level development work
- On function—RDTs focus on operations and RCMs on policy, normative and analytical work
- On the country-theme matrix—RDTs focus on countries and RCMs on themes

There necessarily will be “grey” areas

| The relationship between the RDT and RCM varies across Regions | To ensure highest combined value-added (and to address any grey areas) on an ongoing basis, RCMs should seek to coordinate their work-plans with those of the RDTs; the back-to-back annual meetings of the RDT and RCM pioneered in the Latin America and Caribbean region, together with cross-participation in other meetings, could provide the “mechanism” for such a linkage, as could regular attendance of the Regional Commissions (also

| Contributions by member agencies in cash or in kind should be explored, particularly in support of specific collaborative initiatives/deliverables |

place a minimum level of required dedicated capacity to support the RCMs, and leverage technology to the fullest possible extent through functional websites, regional knowledge management networks etc.
Regional Commissions and the corresponding Regional Bureau of UNDP varies across the Regions

The umbrella agreement signed with the Administrator of UNDP in October, 2007, provides a solid platform for the relationship between the Regional Commissions and UNDP

Regional Commissions should build and maintain an effective, close and reciprocal relationship with UNDP in light of their respective leadership roles in the RCMs and RDTs; they should also seek to strengthen relations with the regional arms of other agencies.

Regional Commissions should consult with UNDP in the preparation of the Annual meeting of the RCMs

The RCMS should operate on a two-tier structure, learning from the experience of Africa and Asia-Pacific. The Executive-level tier would be common across all regions. The second tier would be responsive to the specific context of each region and would rely on a cluster/thematic working group approach to address specific initiatives, priorities and emerging challenges--leveraging technology (particularly collaborative tools) to the fullest possible extent.

The Executive-level tier would meet at least once a year; the regular annual RCM meeting should serve as the forum for a discussion among the senior regional managers of participating agencies of:

- Emerging issues of global interest and the vertical coordination across the global, regional/sub-regional and country dimensions
- Regional strategic directions of the agencies with an emphasis on initiative that require joint effort
- Needs of, and the agencies’ (particularly NRAs’) experience in supporting, UN country teams

The meeting could also serve as the “milestone” for updating the RCM-supported regional knowledge management system comprising a map of regional expertise and knowledge. A virtual discussion ahead of the meeting could ensure the updating of the regional skills roster/map as well as the regional activities map.
The Box on the following page presents the possible elements to be addressed in the annual meeting. It would be critical to ensure that the meetings are perceived by the targeted senior managers as value-adding and hence worthwhile for them to attend.

Finally, the RCM model/approach and the actions with respect to synergy with RDTs outlined above would of course require and benefit from support from UN leadership, starting with the DSG (as chair of the RCM) and the UNDG Chair, and from syndication with:

- UNDP (and UNDG) to confirm the shared understanding of the respective roles of the RCM and RDT
- RDTs to enhance potential synergy and avoid duplication and overlap and to adapt the measures to the specific context of each region
- Members of the RCMs in line with the participatory character of the RCMs

Accordingly, the following course of action is recommended:

- Agreement on the RCM model/approach, as well as the actions related to improving synergy/coordination with the RDTs, among Executive Secretaries following review and discussion of the recommendations outlined above
- Discussion of the RCM model/approach and recommended actions with the DSG and with the UNDG Chair
- Pursue through RCNYO ongoing efforts for integration of the RCM into the CEB architecture
- Discussion between the Executive Secretaries (as convenors of the RCMs) and the RDT chairs, including to adapt the model/approach to the specific context of each region
- Discussion within each RCM
- Continued exchange of experiences among the Regional Commissions on good RCM practices, including the 2-tier approach, joint deliverables, dedicated secretariat/capacity and participation/attendance.

### Elements of Annual meeting of Regional Coordination Mechanism

- Discussion of Key **Global** Priority/Challenge and its implications for Region (e.g., Climate Change or Food Security—in current context)
  - Presentation by Lead Agency (at level of Executive Head)
  - Brainstorming
• Sharing of “Assessment” of Region and Exchange of Information of Regional Strategic Directions of Participating Entities

• Exchange re UN Country Teams
  
  o Presentation by Chair of RDT of:
    • RDT Work-plan
    • UNCT priority “needs”
  
  o Feedback from Participating entities, particularly NRAs, on their experience in supporting UNCTs with CCA/UNDAF

• Discussion of Outcomes of past year and Opportunities for Joint initiatives/projects as basis for Agreement on limited number of expected outcomes for following year and related action plan
ANNEX I: SYNERGIES & COMPLEMENTARITIES BETWEEN RDT AND RCM: TERMS OF REFERENCE

Background. World leaders in 2005 called for an enhanced UN system-wide coherence, including by strengthening linkages between the normative work of the UN system and its operational activities. In 2006, the High-level Panel on system-wide Coherence called for UN entities at the regional level to be reconfigured and for the UN regional setting to be reorganized around two inter-related sets of functions:
- Focusing on analytical and normative work, as well as activities of a trans-boundary nature. The regional commissions would act as a catalyst for these functions, using, *inter alia*, their convening power at both the intergovernmental and secretariat levels.
- Focusing on coordinating the servicing of the UN country teams. Being responsible for managing the Resident Coordinator system, UNDP would act as the catalyst for these functions.

In several of his statements at the end of 2007 and early 2008, the Secretary-General underlined the need to undertake a fundamental review of the development machinery and programming across the system, and emphasized the need to bring about better synergies among different parts of the secretariat dealing with development, as well as stronger global-regional and regional-national linkages.

Long before these calls, ECOSOC, through its resolution 1998/46 (annex III), had mandated the Regional Commissions to hold regular inter-agency meetings in each region with a view to improving coordination among the work programmes of the organizations of the UN system in that region. Consequently, Regional Coordination Meetings (RCM) had been convened by the Commissions since 1999. The experience and evolution of the RCM varied among the regions, but most of the RCM benefited from a renewed momentum in the last few years, and most recently in 2007 and 2008 under the chairmanship of the Deputy-Secretary-General.

In the meantime, with the first meeting of the UNDG Executive Committee (UNDG-ExCom) Regional Directors for Africa taking place in 2003, the UNDG-ExCom had initiated its own operational regional coordination mechanisms in the various regions. Like RCM, the experience and evolution of the UNDG-ExCom Regional Directors Teams (RDT) varied considerably between the regions. Most recently, however, and in view of the move by the UN system to deliver as one at the global, regional and country levels, the broader UNDG membership called for an opening of the RDT membership beyond the UNDG-ExCom. However, the roles, functions and membership of these teams remain work in progress, including through the RDT
Global Meetings which are witnessing increasing participation from the UN system organizations.

Similarly work in progress is the relationship and linkages between the RDT meetings and the broader RCM mechanism in each region. While those linkages vary among regions, the Executive Secretaries of the Regional Commissions are in agreement that an improved system-wide coherence at the regional level, and a strengthening of linkages between the global-regional and regional-country levels, would benefit from identifying synergies and complementarities between both mechanisms, including through a clearer division of labour between the RDT and RCM. Such a division of labour should also build on the recently signed Cooperation Framework between the Regional Commissions and UNDP in which regional coordination was clearly identified as a focus area of collaboration. Hence, this study was commissioned under the aegis of the Regional Commissions.

**Objective.** To identify synergies and complementarities and propose a division of labour between the RDT and RCM regional coordination mechanisms with a view to improving system-wide coherence at the regional level.

**Tasks.** In preparing the study, and bearing in mind the need to strengthen the linkages between the normative and analytical work of the UN system and its operational activities, the Consultant will, inter alia, seek to:

1. Review the current mandate, scope and functioning of the RCM and RDT in the various regions;
2. Provide a better understanding of the scope and functioning of both mechanisms in the regions;
3. Review the current linkages among both mechanisms in the regions;
4. Identify any duplications in terms of mandate, scope and functioning of the mechanisms;
5. Identify areas of synergies and complementarities between both mechanisms;
6. Provide proposals/recommendations to avoid duplication, and achieve identified synergies and complementarities;
7. Provide proposals/recommendations to harmonize, as appropriate, the horizontal linkages and modalities of cooperation between both mechanisms in the regions.

**Expected output.** The final output of the consultant’s work will be a brief report (12 pages or so) providing proposals and recommendations to address the issues identified through the above-mentioned tasks.

**Time-frame.** The final draft of the study should be available for the Executive Secretaries’ meeting to be hosted by the Current Coordinator in Addis Ababa on 16-17 June 2008. To allow enough time for the ESs to review the draft and the recommendations, the Consultant should submit his first draft to the Commissions through RCNYO no later than 15 May 2008. The Commissions will provide their comments on the study through RCNYO no later than 30 May.
The final draft incorporating, as appropriate, the comments and observations of the Commissions should be submitted by the Consultant by 10 June 2008.

Methodology.
- Desk review of relevant documentation;
- Tele/Video Conference interviews with RDTs, Regional Commissions and other relevant officials;

Field interviews with stakeholders *in situ*, as appropriate (To be decided. One or two regions subject to time constraints. Cost will be assumed by interested Regional Commissions in their respective regions).

Backstopping.
- ECA and RCNYO will liaise with the Consultant and coordinate the work. ECA, representing the current Coordinator, will provide the necessary administrative support (e.g. issuance of contract and payment to the Consultant).
- To facilitate the work of the Consultant, each commission and RCNYO will make available to the former, electronically, the selected background documents and papers of direct relevance to the tasks. The Consultant will be responsible for seeking and collecting all other materials he may deem relevant to the tasks, including form UNDP and UNDGO. RCNYO will facilitate this as appropriate.
# ANNEX II A: RCM AFRICA – ECA

<table>
<thead>
<tr>
<th>Origin</th>
<th>ECOSOC Resolution 1998/46</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mandate, Terms of Reference</strong></td>
<td>Current mandate driven by UN Declaration on NEPAD (General Assembly resolution 57/2 of 16 September and 57/7 of 4 November 2002)</td>
</tr>
<tr>
<td><strong>Membership/Participation</strong></td>
<td>Membership and participation have grown continuously—21 agencies and organizations at 2000 meeting to 52 agencies and organizations today. AU and NEPAD are members of all clusters (see below).</td>
</tr>
<tr>
<td><strong>Number and “Level” of participants</strong></td>
<td>About 100 participants at most recent meeting; Level varies—local representatives, regional representatives, program officers, directors</td>
</tr>
<tr>
<td><strong>Participation of UNDP</strong></td>
<td>Active in supporting the RCM; in some years represented at the RCM by the Assistant Administrator/Regional Bureau Director</td>
</tr>
<tr>
<td><strong>Meeting Frequency</strong></td>
<td>Once a year, break in 2005, “revitalized” in 2006</td>
</tr>
<tr>
<td><strong>Meeting Duration</strong></td>
<td>2 days</td>
</tr>
</tbody>
</table>
| **Meetings to date** | 1st meeting Nairobi, March 15 1999  
All subsequent meetings in Addis Ababa  
2nd Meeting, June 26-27, 2000  
3rd Meeting, October 29-30, 2001  
4th Meeting, October 24-25, 2002  
5th Meeting, May 16-17, 2003  
6th Meeting, July 9-10, 2004  
7th Meeting, November 14-15, 2006  
8th Meeting, November 5-6, 2007 (chaired by DSG) |
| **Mode of Operations** | “Cluster” system  
Moved from 4 themes to 5 clusters, expanded to 7 and then to 9 clusters(with 10 additional sub-clusters):  
- Infrastructure development, water and sanitation, energy, transport and ICTs  
- Governance  
- Environment, Population and Urbanization  
- HR development, Employment and HIV/AIDS  
- Agriculture, Food security and rural development  
- Science and Technology  
- Advocacy and Communication  
- Peace and Security  
- Industry, Trade and Market Access |
| **Evolution of Focus** | Started in support of UN-wide Special Initiative for Africa (SIA)  
Early shift (2000-2001) to support to NEPAD |
| **Recent Focus** | “Delivering as One”  
Moved from solely supporting NEPAD to also include support to the AU through the Ten-year Capacity Building Programme |
<p>| <strong>Major “Issues” discussed at recent meetings</strong> | Enhancing effectiveness of “cluster” system through stronger leadership, accountability for results, M&amp;E, resources etc. |</p>
<table>
<thead>
<tr>
<th>Outputs/Deliverables to date</th>
<th>Outcomes/Results achieved so far: enhanced leadership of the RCM, improved coordination of the clusters, increased interaction within and among clusters and sharpened focus of cluster activities for greater relevance and effectiveness.</th>
</tr>
</thead>
</table>
|                             | - Developed NEPAD advocacy and communication strategy  
- Influenced the development of various outputs –ECA’s NEPAD briefs, NEPAD Secretariat’s NEPAD Dialogue as well as the AFDB promotional materials  
- Strengthened collaboration with the water units of the respective RECs.  
- Development of common positions and perspectives on water  
- Supported the development of a Convention on internal displacement – the first such binding international instrument on the issue  
- Supported the development of the Strategic Policy on Post Conflict Reconstruction and Development.  
- Prepared country assessment reports to document the status of post conflict recovery and reconstruction in twelve countries  
- Published Comprehensive Post-Conflict Environmental Assessment of Sudan  
- Creation of the Peace and Security Architecture of the AU to support the United Nations-Department of Peacekeeping Operations – African Union Peace Support Team (DPKO-AU PST)  
- Development of regional approaches/mechanisms to addressing food insecurity  
- Support the development of indices and a compendium to measure progress and commitment on HIV declarations  
- Contributed to the implementation of the Plan of Action of the Second Decade of Education for Africa  
- Through the RCM the UN System continues to…  
  o Commit substantial material and financial resources in support of AU and NEPAD  
  o Build institutional and human capacity  
  o Develop policies, strategies and programmes  
  o Build increased coordination and collaboration, and synergies at different levels  
  o Build and strengthen confidence among UN agencies and between the UN, AU Commission and NEPAD Secretariat |
<p>| Outputs/Deliverables planned for near future | Expected Outcome: Stronger commitment and leadership; increased accountability; enhanced coordination and collaboration; increased resource mobilization and capacity building; more systematic monitoring and evaluation; and increased communication, outreach and advocacy. |</p>
<table>
<thead>
<tr>
<th>“Support” arrangements</th>
<th>Establishment of RCM Secretariat housed within the NEPAD Support Section of the NEPAD and Regional Integration Division of ECA (agreed in 2006)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other coordinating mechanisms for similar purposes</td>
<td>UNDAF, Poverty Reduction Strategy Papers (PRSPs) the UN Resident Coordinator system and the UN Country Teams (UNCTs).</td>
</tr>
<tr>
<td>Relevant Website(s)</td>
<td><a href="http://uneca.org/unregionalconsultations">uneca.org/unregionalconsultations</a></td>
</tr>
</tbody>
</table>
ANNEX II B: RCM ASIA-PACIFIC – ESCAP

<table>
<thead>
<tr>
<th>Origin</th>
<th>ECOSOC Resolution 1998/46</th>
</tr>
</thead>
</table>

**Mandate, Terms of Reference**

GA resolution 59/250 on the Triennial Comprehensive Policy Review (TCPR) and 2007 TCPR; and OIOS Evaluation of linkages between Headquarters and field activities’ (E/AC. 51/2005/2)

The Terms of Reference are to promote increased coordination and collaboration among relevant UN and other regional entities in addressing regional development issues in Asia and the Pacific, through

- Periodic executive-level meetings to discuss and implement policy level consensus on key areas for regional coordination
- Supporting interaction between regional & country level development
- Enhancing synergies in UN regional work on development issues

The RCM constitutes two tiers:

1. **Executive-level** meetings to interpret and implement policy level consensus on opportunities for increased regional cooperation, recognizing the importance of the interaction between regional and country level development, and the interaction between humanitarian, security and development issues; and

2. **Operational-level Thematic Working Groups** to focus on specific operational and programmatic issues that could benefit from improved regional cooperation.

**Membership/Participation**

Three levels of membership:

- 16 regional offices with country programmes in Thailand: ADB, ILO SRO, ICAO, FAO, ISDR, OCHA, UNESCO, UNHCR, OHCHR, UNFPA, UNEP, UNIFEM, UNOPS, UNODC, UNIDO, World Bank
- 8 Non-resident RCM members: UNCRD, WHO (Manila and New Delhi), UNITAR, UN, UNDP RCC, UNICEF ROSA, UN-HABITAT

**Number and “Level” of participants**

Participation in RCM meetings is at the level of heads of agency level (e.g. regional directors (up to 30) with additional participation by deputy directors, senior advisors and officers. The ESCAP Executive Secretary chairs the meeting.

**Participation of UNDP**

UNDP is active in supporting the RCM through the participation of the heads (Managers) of the UNDP Regional Centers in Bangkok and Colombo (via video-conference). The eventual relocation from NY of the Deputy Director of the Regional Bureau for Asia-Pacific to Bangkok will
significantly help support the strategic inclusion of UNDP in the RCM process through consolidated representation covering all three of the UNDP regional centres in Asia and the Pacific (3 sub-regions).

**Meeting Frequency**

With the assumption of duties of the current Executive Secretary (Ms Noeleen Heyzer), the RCM has been meeting more frequently with both regular and ad hoc meetings. In the past, the RCM would meet annually during the period 1999-2007 (no meeting during 2003-2004). Ad hoc meetings have also been convened to address emerging issues and on special occasions, such as the visits to Bangkok of the Secretary General, the USG for Political Affairs, the Director-General of ILO, Mr. Paulo Sergio Pinheiro and Mr. Keizo Takemi.

**Meeting Duration**

Usually ½ to 1 full day.

**Meetings to date**

This list is confined to the annual/regular meetings and does not include the ad hoc meetings.

- 1st Meeting: 2 June 1999 (Chaired by the Deputy Secretary-General)
- 2nd Meeting: 25 April 2000
- 3rd Meeting: 21 March 2001 (RCM/HOAM)
- 4th Meeting: 10 July 2002 (RCM/HOAM)
- 5th Meeting: 9 September 2005
- 6th Meeting: 7 December 2006
- 7th Meeting: 13 November 2007
- 8th Meeting: 19 February 2008 (Chaired by the Deputy Secretary-General)
- 9th Meeting: 5 June 2008

**Mode of Operations**

There are currently 6 Thematic Working Groups that operate as subsidiary bodies of the RCM:

- Education for all
- Environment and disaster management
- Health
- Poverty and hunger
- International migration and human trafficking
- Gender (to be formalized on 5 June 2008)

**Evolution of Focus**

Areas of focus at the executive level during 2005-2007:

- UN alignment and harmonization measures
- Status of progress on MDG achievement in the region
- Evaluation – Regional Cooperation Initiative
- Knowledge Management in support of evidence-based advocacy

**Recent Focus**

Additional areas:

- UN Reform/Delivering as One
- Mapping of regional UN programmes
- Strengthening of the UN’s Development Pillar for Asia-Pacific

**Outputs/Deliverables to date**

- Seminar on International Migration with the Global Commission on International Migration (GCIM) (November 2005)
- Side event on gender and migration at the 2006 ESCAP Commission in Jakarta
- Policy dialogue on international migration for East and Southeast Asian countries (November 2007)
<table>
<thead>
<tr>
<th>“Support” arrangements</th>
<th>ESCAP/Programme Management Division provides Secretariat support to the RCM process.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other coordinating mechanisms for similar purposes</td>
<td>Heads of Agency Meeting (HOAM) for the UN Country Team of Thailand, which is co-chaired by the Executive Secretary of ESCAP and the Resident Coordinator for Thailand in order to ensure alignment with the RCM process.</td>
</tr>
<tr>
<td>Relevant Website(s)</td>
<td></td>
</tr>
</tbody>
</table>

- Situation **report on international migration** in East and Southeast Asia
- **Regional Education for All-- MDA Sub-Regional Reports** (June 2008)
- Background paper “**Enhancing Equity in Access to Health Care in the Asia-Pacific Region: Remediable Inequities**”
- Inter-agency Task Force established for preparation of RIM/CSD16
- Expanding **ISDR Asia Partnership** to link to **Asian Ministerial Conference on Disaster Reduction**
## ANNEX II C: RCM EUROPE – ECE

<table>
<thead>
<tr>
<th>Origin</th>
<th>ECOSOC Resolution 1998/46</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandate, Terms of Reference</td>
<td><em>Idem.</em></td>
</tr>
<tr>
<td>Membership/Participation</td>
<td>Heads of the European offices of the UN Funds, Programmes and Specialized Agencies</td>
</tr>
<tr>
<td>Number and “Level” of participants</td>
<td>Between 15 and 22 European offices of the UN Funds, Programmes and Specialized Agencies were represented at the meetings; Level varies - the first meeting was chaired by the DSG and was attended by the directors of the different UN entities. Subsequently, the meetings were chaired by the Executive Secretary and attended by a mix of directors and chiefs of divisions.</td>
</tr>
<tr>
<td>Participation of UNDP</td>
<td>Active in supporting the RCM; represented at the first RCM by the Assistant Administrator/Regional Bureau Director and subsequently by the Director of the UNDP Bratislava Office.</td>
</tr>
<tr>
<td>Meeting Duration</td>
<td>1 day</td>
</tr>
</tbody>
</table>
| Meetings to date | - 1st Meeting – 9 February 1999, Geneva
- 2nd Meeting – 16 October 2000, Geneva
- 3rd Meeting – 10 December 2002, Geneva
- 4th Meeting – 23 April 2003, Geneva
- 5th Meeting – 28 January 2005, Geneva |
| Mode of Operations | Plenary discussions
For 2 meetings, there was a background document highlighting the main development trends and challenges in the eastern part of the region. For all meetings, the participating agencies were requested to produce a brief note highlighting their major work orientations in their respective areas of expertise. At the end of one meeting, 3 clusters were established, namely: a) social data and benchmarking; b) gender and economy; and c) information and communication technologies. |
<p>| Evolution of Focus | During the first meetings, the focus was on addressing the major development issues related to countries with transition economies. In the last 2 meetings, a focus was also placed on system-wide topics (e.g. the “Report of the High-level Panel on Threats, Challenges and Change” established by the SG) and on the achievement of the IADGs (e.g. the MDGs relevant for the region). |
| Recent Focus | See above. |
| Major “issues” discussed at the recent meetings | Trends and challenges in transition countries; role of regional and subregional cooperation in promoting economic and social progress; possible areas for interagency cooperation; presentation of the Programme of Work of each agency and concrete areas for cooperation; coordination of technical cooperation; impact of the EU enlargement on the work of the participating agencies. |</p>
<table>
<thead>
<tr>
<th>Outputs/Deliverables to date</th>
<th>---</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outputs/Deliverables planned for near future</td>
<td>---</td>
</tr>
<tr>
<td>“Support” arrangements</td>
<td>Secretariat functions assumed by the Office of the Executive Secretary (OES).</td>
</tr>
<tr>
<td>Other coordinating mechanisms for similar purposes</td>
<td>The ECE has established coordinating mechanisms with other regional organizations which are active in similar areas of work (e.g. annual meeting of the UNECE Environment Division with the European office of UNEP)</td>
</tr>
<tr>
<td>Relevant Website(s)</td>
<td>---</td>
</tr>
</tbody>
</table>
ANNEX II D: RCM LATIN AMERICA AND CARIBBEAN – ECLAC

<table>
<thead>
<tr>
<th>Origin</th>
<th>ECOSOC Resolution 1998/46</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandate, Terms of Reference</td>
<td>ECOSOC Resolution 1998/46</td>
</tr>
<tr>
<td>Membership/Participation</td>
<td>UN entities active in the LAC region (ECLAC, Funds, Programmes and Specialized Agencies)</td>
</tr>
<tr>
<td>Number and “Level” of participants</td>
<td>Regional Directors</td>
</tr>
<tr>
<td>Participation of UNDP</td>
<td>Always</td>
</tr>
<tr>
<td>Meeting Frequency</td>
<td>Once a year</td>
</tr>
<tr>
<td>Meeting Duration</td>
<td>One day</td>
</tr>
</tbody>
</table>
| Meetings to date | • 1st Meeting: 6 May 1999, ECLAC HQ, Santiago, Chile  
• 2nd Meeting: 15 May 2000, ECLAC HQ, Santiago, Chile  
• 3rd Meeting: 8-9 March 2001, ECLAC Sub-regional HQ for the Caribbean, Port of Spain, Trinidad and Tobago  
• 4th Meeting: October 2004 with a follow-up meeting in January, 2005, ECLAC HQ, Santiago, Chile  
• 5th Meeting: 17 Nov. 2006, ECLAC HQ, Santiago, Chile  
• 6th Meeting: 26 Nov. 2007, ECLAC HQ, Santiago, Chile |
| Mode of Operations | Plenary discussion |
| Evolution of Focus | The focus of the first two meetings was on information exchange and getting to know the priorities of each entity in the region, with a view to identifying potential areas of collaboration and avoiding duplication. In an attempt to achieve a more concrete deliverable output, the Executive Secretary of ECLAC proposed to hold the third meeting at the sub-regional level, focusing in the Caribbean sub-region which has a set of particularities. After several years of a process of consolidating interagency collaboration at the bilateral level and increasingly among several entities, as a result among other of the progress achieved in the “first wave” of meetings, but also of the evolution of several aspects i.e. i) the consolidation of the UNDG in the region, in which ECLAC has systematically participated, ii) the inclusive approach of the UNDG/Regional Director Team, iii) the emergence of the MDGs as the basis for a shared agenda for all UN development entities and iv) the sustained effort by the SG and member states to reform the development sector of the Organization (HLP, et al), the Executive Secretary of ECLAC convened again the RCM in late 2006 to deepen the relevancy of the enabling, analytical and operational activities conducted by the UN through its various entities at the service of countries in the region. This momentum has been consolidated throughout 2007 and |


| **Recent Focus** | To deepen the relevancy of the enabling, analytical and operational activities conducted by the UN through its various entities at the service of countries in the region. |
| **Outputs/Deliverables to date** | MDG Report launched on 20 May, 2008 in the framework of the annual meeting of Resident Coordinators
Enhanced coherence between the work of the UN in the development field, including between the analytical activities of ECLAC and the operational work of funds, programmes; three interagency regional reports on progress towards the MDGs; a collectively built UN message in areas of public policy in the region, including reforms and financing of health and pension systems, and youth employment and collective substantive contributions to Head of States Summits (Rio Group and Iberoamerican Summits). |
| **Outputs/Deliverables planned for near future** | Collective substantive contributions to policy dialogue at the level of the 2008 Summit of Head of States of Iberoamerican, El Salvador, and fourth interagency regional reports on progress towards the MDGs. |
| **“Support” arrangements** | ECLAC provides secretarial services (convening, chairing when delegated by DSG, preparing agenda, preparing report) |
| **Other coordinating mechanisms for similar purposes** | During the last three years, the RCM as been convened back-to-back with one of the regular meetings of the UNDG/RDT with whom shares most of the membership but which has a different focus (more operational). |
| **Relevant Website(s)** | n/a |
### ANNEX II E: RCM WESTERN ASIA – ESCWA

<table>
<thead>
<tr>
<th>Origin</th>
<th>ECOSOC Resolution 1998/46</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandate, Terms of Reference</td>
<td>Current mandate driven by ESCWA resolution 269(XXIV) of 11 May 2006, entitled “The role of ESCWA in the light of the 2005 World Summit Outcome Document and the subsequent change process”</td>
</tr>
<tr>
<td>Membership/Participation</td>
<td>Membership reached 26 agencies and organizations</td>
</tr>
<tr>
<td>Number and “Level” of participants</td>
<td>Thirty-eight participants from 16 agencies and organizations attended the most recent meeting. Level varies: representatives, local and regional coordinators, regional directors, deputy directors, chiefs of divisions, senior policy advisors, programme officers, regional advisors</td>
</tr>
<tr>
<td>Participation of UNDP</td>
<td>In recent meetings, represented at the RCM by the UN Resident Coordinator or Assistant Administrator and Regional Director of UNDP Regional Bureau for Arab States (RBAS)</td>
</tr>
<tr>
<td>Meeting Frequency</td>
<td>Once or twice a year</td>
</tr>
<tr>
<td>Meeting Duration</td>
<td>One to two days (depending on the agenda)</td>
</tr>
<tr>
<td>Meetings to date</td>
<td>All meetings were held in Beirut:</td>
</tr>
<tr>
<td></td>
<td>• 1st Meeting, March 1, 1999</td>
</tr>
<tr>
<td></td>
<td>• 2nd Meeting, April 29, 1999</td>
</tr>
<tr>
<td></td>
<td>• 3rd Meeting, April 26, 2000</td>
</tr>
<tr>
<td></td>
<td>• 4th Meeting, September 2000 (dates not available)</td>
</tr>
<tr>
<td></td>
<td>• 5th Meeting (Record not available)</td>
</tr>
<tr>
<td></td>
<td>• 6th Meeting, June 28, 2002</td>
</tr>
<tr>
<td></td>
<td>• 7th Meeting, May 29-30, 2003</td>
</tr>
<tr>
<td></td>
<td>• 8th Meeting, November 19-20, 2003</td>
</tr>
<tr>
<td></td>
<td>• 9th Meeting, June 23, 2004</td>
</tr>
<tr>
<td></td>
<td>• 10th Meeting, May 19-20, 2005</td>
</tr>
<tr>
<td></td>
<td>• 11th Meeting, June 19-20, 2006</td>
</tr>
<tr>
<td>Mode of Operations</td>
<td>Plenary discussion</td>
</tr>
<tr>
<td>Evolution of Focus</td>
<td>Recent Focus:</td>
</tr>
<tr>
<td></td>
<td>• The Millennium Development Goals</td>
</tr>
<tr>
<td></td>
<td>• “Delivering as One”</td>
</tr>
<tr>
<td>Major “Issues” discussed at recent meetings</td>
<td>Started from various regional development priority issues</td>
</tr>
<tr>
<td></td>
<td>Recent focus on MDGs</td>
</tr>
</tbody>
</table>

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| Outputs/Deliverables to date | Future issues including climate change  
| The Millennium Development Goals in the Arab Region 2005  
| The Millennium Development Goals in the Arab Region 2007: A Youth Lens |
| Outputs/Deliverables planned for near future | To be discussed in the next RCG meeting. |
| “Support” arrangements | Provided by the Programme Planning and Technical Cooperation Division, ESCWA |
| Other coordinating mechanisms for similar purposes | UNDAF, the UN Resident Coordinator system and the UN Country Teams (UNCTs) |