



UNDG meeting

4 May 2010, 8:00 AM – 11:00 am

Labouisse Hall, UNICEF, Three UN Plaza, New York

Final Report

Item 1 – Opening remarks by the UNDG Chair, Helen Clark, and introduction of the UNDG strategic priorities for 2010-2011

1. The UNDG Chair, Helen Clark, joined the UNDG meeting from Mali, her first stop on a four-country Africa visit. Helen Clark noted that her overriding message on the visit was that the Millennium Development Goals can be met and that we must do everything we can to ensure that they are. She noted the importance of the UNDG strategic priorities for 2010-2011, which would be presented at the meeting, and informed the UNDG that they had been resoundingly endorsed by the Advisory Group Principals at their 8 April meeting in Vienna. The Principals had expressed enthusiasm and were encouraged by the strategic approach. On behalf of the Advisory Group Principals, Helen Clark thanked everyone involved in developing the UNDG strategic priorities. She further informed the UNDG of the Principals' decision of 8 April on a specific option for DOCO's new structure.

2. Speaking about the critical importance of the upcoming High Level Plenary Meeting on the MDGs in September, Helen Clark noted that the MDGs can be achieved, including through the application of tried and tested policies, and provided they are backed by strong national ownership and global partnerships. She noted that this was the message she had conveyed in the previous week to the G8 development ministers' meeting in Halifax. She highlighted that this is a huge opportunity for the UNDG to re-energize its efforts and position itself as the premier co-ordinating group of agencies assisting national partners to accelerate MDG progress. While encouraging agencies also to convey the message that the Goals are achievable, she noted the importance, at the same time, of presenting evidence of initiatives which have worked to achieve the MDGs.

3. Noting the role of the UNDG in putting together such an evidence base, Helen Clark commended the UNDG-MDG Task Force for its work and highlighted some of the important products developed by the group. The revised guidelines on country reporting on the MDGs, developed and approved by the UNDG last year, now play an essential role in supporting countries preparing their detailed national MDG reports. She also recognized the substantive work of the UNDG-MDG Task Force in producing the in-depth thematic papers on the MDGs, to be presented for endorsement at the meeting, as well as the work carried out on the MDG Good Practices publication to be presented for information.

4. Highlighting the need to ensure that the outcome of the High Level Plenary Meeting is action oriented and evidence based, Helen Clark emphasised the need to identify where action is needed to achieve the MDGs. She raised seven critical areas which have come forward through the preliminary analysis of country-level experience as important priority areas. First, she mentioned the need for strong national leadership, capacities and ownership. Second, there is a need to focus on sustainable poverty reduction by fostering inclusive economic growth. This includes a focus on trade and access to markets, agriculture, rural development and promoting a job rich recovery from the global recession. With regard to this, Helen Clark noted the importance of the Global Jobs Pact developed by the ILO. Third, she mentioned the critical point of public investments and targeted interventions in health and education to accelerate efforts towards all MDGs, which are closely linked to the fourth point, the importance of investing in women and girls to accelerate MDG progress. The fifth point mentioned was the need for social protection programmes and employment guarantee schemes which can make a huge difference in tackling poverty and reducing vulnerability. Another area to be emphasized is the need to prioritize better access to energy, because of the effect it has on productivity and quality of life. The last area highlighted was the need to ensure renewed partnerships for development, which go beyond traditional development co-operation frameworks and reflect new geopolitical realities.

5. Speaking about the way forward, the UNDG Chair noted that the MDG Task Force has been discussing a draft MDG acceleration framework. She noted that the MDG acceleration framework is a diagnostic tool which identifies both constraints to MDG achievement and solutions which could support national partners in their efforts to achieve the MDGs. She further noted that funding has been raised to pilot the acceleration framework in countries.

6. Coming back to the UNDG strategic priorities for 2010-2011, Helen Clark highlighted the core elements of the strategic priorities and noted that they focus on making a step change in the quality of our interventions, in order to support countries to make transformational change. They emphasize the need to shift from project implementation to more policy, sectoral, and programmatic interventions, in close alignment with national development strategies. She further noted that the personal commitment of UNDG Principals, ASGs/ADGs, Regional UNDG Teams, and Resident Co-ordinators and UN Country Teams will be critical in moving these priorities forward, and in accelerating MDG achievement, which is a central part of the strategic priorities. She noted that supporting the UNDAF rollout countries, countries in crisis or transition, and the Delivering as One pilot countries and the self starters ranked high in the Strategic Priorities.

7. On Delivering as One, the UNDG Chair informed the UNDG of her meeting with the Resident Co-ordinators of the eight pilot countries in New York. She noted that the Resident Co-ordinators continue to be enthusiastic, but that they are concerned about the varying level of commitment to the approach across the system. She noted that the country-led evaluations are currently taking place, and underlined the importance of these evaluations moving beyond process to show development results. She noted that initial results from Viet Nam's country-led evaluation show that progress has been made on shifting away from a large number of small projects to fewer more strategic programmes in support of national development objectives. Most of the country-led evaluations are expected to be finalized in time for the third inter-governmental meeting on Delivering as One in Hanoi in June, which the Chair noted she will attend together with the Deputy Secretary-General and some other agency principals. Helen Clark emphasized the importance of the Hanoi conference in reviewing progress on how the Delivering as One initiative can contribute to national development priorities.

8. On the theme of greater harmonization of UN efforts at the country level, Helen Clark commended the two co-leads of the high level UNDG-HLCM mission on business practices, Mari Simonen and Jan Beagle, for the work they have done and the report they have produced. She noted that the report contains practical recommendations to advance harmonization of business practices both at headquarters and at country level. It is important that they are actioned.

9. Before opening the floor, the Chair urged all UNDG members to ensure that their representatives at the country and regional levels have a clear understanding of the Management and Accountability System (M&A System) and their role in implementing it. Helen Clark informed the UNDG that she will be writing to all Resident Co-ordinators, UN Country Teams, Regional UNDG Teams, and Principals across the UNDG system to remind everyone about the importance of implementing the M&A System. She emphasized that the M&A System will only work as it was designed to work when each agency does its part to implement it, by supporting reform and the coherent and effective functioning of the UN Country Teams. The UNDG will be commissioning an independent review of the M&A System soon to get evidence of how we are doing and where we need to do better. She noted that some agencies had been raising concerns about the implementation of the “functional firewall”. She asked all agencies to bring any concrete and evidence-based concerns they may have to her attention so that they can be addressed.

10. In summing up her remarks, Helen Clark noted that she placed an enormous amount of importance on the UNDG strategic priorities, the work on business practices harmonization, and the work of the UNDG-MDG Task Force. She asked UNDG members to pass on her thanks to everyone who contributed to this work. With these opening remarks the floor was opened for comments.

Discussion

11. UNDG members thanked the UNDG Chair for her substantive and useful remarks. Regarding the MDG acceleration framework, the Chair of the UNDG –MDG Task Force confirmed that the acceleration framework had been circulated by his Co-Chair for review by the members of the Task Force. Some organizations expressed the need for the consultation process to be completed. Several UNDG members noted the importance of making it a UNDG tool which is used and owned by everyone. It was noted that this will be an important diagnostic tool for UN Country Teams to utilize when preparing their UNDAFs and that it would support coherence at the country level. It was further noted that the MDG acceleration framework may benefit from being called a “tool” or a “mechanism” instead of framework, not to overlap or confuse it with the UNDAF.

12. In response, the UNDG Chair noted that the UNDG-MDG Task Force will continue to consult with agencies to get their inputs to the MDG acceleration framework. She emphasized that the most important thing is to get the evidence base in place to ensure an action-oriented and strong outcome document at the High Level Plenary Meeting and position the UNDG to support governments in identifying bottlenecks and strengths as they move forward in accelerating progress on the MDGs in the last five years of the target date. She underlined that the process of completing the framework needs to be expeditious and recognized that, as it is a diagnostic tool, there might be a need to reconsider its name.

13. On the messages the UNDG will provide to the High Level Plenary Meeting, UNDG members noted the importance of having these messages aligned with the UNDG strategic priorities. As stated in the

UNDG strategic priorities for 2010-2011, those countries furthest away from reaching their national targets should get prioritized support. This should also be the message conveyed at the High Level Plenary Meeting. On the issue of including NRAs at the country level, the role of the Resident Coordinators to ensure inclusiveness was highlighted.

14. The UNDG Chair supported the comments made and noted that there could be an emphasis on least developed countries in the outcome document. She reiterated that the key issue will be to ensure that those involved in negotiating the outcome document are provided as soon as possible with evidence on the key actions needed to achieve the Goals. She noted that her positive message on achieving the MDGs had been well received by the G8 ministers in Halifax. She further noted that the UN system needs to continue inspiring Governments to contribute to achievement of the MDGs in times of financial crisis, building on evidence that works. Helen Clark then handed over to the UNDG Vice Chair, Ms. Namita Pradhan, to chair the rest of the meeting.

Item 2 – Proposed next steps - UNDG strategic priorities for 2010-2011

15. The UNDG Vice Chair, Ms. Namita Pradhan, opened up the discussion on the UNDG strategic priorities 2010-2011. Before handing over to the UNDG Advisory Group Chair to present the final draft of the UNDG strategic priorities on behalf of the UNDG Advisory Group, she suggested that the three pillars of the CEB discuss and agree on a joint strategic direction for the three committees.

16. In her presentation of the UNDG strategic priorities, the Advisory Group Chair, Ms. Mari Simonen, noted that a first draft of the UNDG strategic priorities had been discussed at the 24 February UNDG meeting. Summarising the process of developing the strategic priorities, she noted that the UNDG Chair in December 2009 had asked the Advisory Group to develop a set of strategic priorities for the coming two years to respond to the TCPR and accelerate progress towards MDG achievement. The Advisory Group held a retreat on 4 February to review the work of the UNDG and produce a draft set of strategic priorities, after which several consultations followed. All inputs from the UNDG and the Advisory Group members received during this consultation process have been reflected in the strategic priorities.

17. On the content of the UNDG strategic priorities, she noted that the overarching goal is to maximize UNDG impact at country level by helping national partners accelerate achievement of the MDGs and other internationally agreed development goals. This will be done through more consistent leadership in the UNDG and within individual organizations at country, regional and global level to drive key UNDG system changes to increase country-level impact. Key elements of the strategic priorities is for UN Country Teams to focus on stronger upstream engagement with national partners; tighter internal discipline in priority setting; more effective capacity development; and, stronger focus on harmonizing business practices. They further note that the UNDG should pay special attention to UNDAF rollout countries, countries in crisis or transition and the Delivering as One countries. The strategic priorities also address the need to differentiate support to different types of countries, e.g. middle-income countries and least developed countries.

18. Moving on to the second part of the strategic priorities, on how to ensure their implementation, Ms. Simonen highlighted the three main areas - increase agency incentives and supports for country-level coherence and results; deepen senior leadership engagement with Regional UNDG Teams and UNCTs; and, improve system capacity to deploy knowledge and know-how. On the overall shift in roles and

responsibilities to implement the strategic priorities annexed to the document, she noted that: UNCTs are directly responsible for implementing UNDG priorities to achieve country level results, with demand-driven support from other levels; Regional UNDG Teams will lead on implementing UNDG priorities at regional level and support UNCT program coherence and coordination; UNDG at the global level will provide leadership in setting priorities and driving implementation with a reduced focus on producing guidance; and, DOCO will continue to provide global support for UNDG to develop and implement priorities and support implementation by Regional UNDG Teams, and UNCTs on request. On the next steps, she noted that a UNDG work plan and new working methods will be developed. The floor was opened for comments.

Discussion

19. Strong support for the UNDG strategic priorities was expressed by the UNDG members. The Advisory Group and its Chair, the Vice Chair of the UNDG and the DOCO Director were commended for the work done and for the participatory manner in which the exercise had been conducted. It was noted that the strategic priorities establish a good balance between cross-cutting and thematic needs as well as between moving upstream and the need for institutional capacity building. National capacity building will be a critical element to ensure sustainability. Support was also expressed for the idea of targeting and customizing support to different types of countries. In terms of follow up, the need to align the work of the UNDG, the HLCP and the HLCM was emphasized. It was noted that the relevance of the UN development system is being challenged and that the UNDG must keep its focus on the ultimate purpose and support countries in building national capacities.

20. On the roles and responsibilities to implement the strategic priorities, the suggested retreat on 3 June to be held with some members of the Advisory Group and the Regional UNDG Teams to finalise their specific roles and responsibilities was welcomed. On the shift to produce less guidance, it was underlined that the UNDG needed rigorous criteria for deciding on the need for new guidance in the future and that use of existing guidance should be given support to benefit from their contribution to a consistent UN service at the country level. The commitment expected from the Principals was mentioned as being critical, especially in a hierarchical culture. There is a need to further examine their capacity to play the role that is expected in the paper. The need to review carefully the institutional and structural implications of the strategic priorities was noted. The important role of the Regional UNDG Teams was also highlighted, including the need for strengthening capacity at the regional level.

21. Appreciation was expressed to the Advisory Group for ensuring full alignment with the TCPR and for the strong focus on moving upstream, the focus on normative mandates and on institutional capacity building. It was further noted that the strengthened role of the Resident Coordinator and Regional UNDG Teams can play an important role in ensuring increased engagement of NRAs at the country level.

22. **Decision:** *The UNDG strategic priorities for 2010-2011 were endorsed.*

23. **Action point:** *A draft UNDG work plan and new working methods, including indicators for monitoring progress on implementation, will be developed. To the extent possible there will be no more standing working groups with the idea that they might be replaced by ad-hoc task forces. A one day retreat with some AG and Regional UNDG Team members will be organized on 3 June to finalise their specific roles and responsibilities to implement the UNDG strategic priorities and the Management and Accountability System.*

Item 3 – UNDG Working Group items for decision

High-level UNDG-MDG Task Force

Thematic papers on the MDGs

24. The Chair of the high-level UNDG-MDG Task Force, Mr. Richard Morgan, introduced the background to the thematic papers on the MDGs for which the Task Force was seeking UNDG's endorsement. He noted that the Task Force was set up by the UNDG in 2009 and that it has members from all UNDG organizations, the CEB Secretariat and the World Bank. The work of the Task Force has focused on analyzing national experience of factors that have supported countries in moving towards the MDGs by looking at lessons learned and good practices at the country level. As a first step, 'key messages' papers were provided in December 2009 as inputs to the preparation of the report of the Secretary-General "Keeping the promise: a forward-looking review to promote an agreed action agenda to achieve the Millennium Development Goals by 2015". Following the key messages papers, in-depth thematic papers have been produced on Poverty, Hunger and Decent Work (MDG 1), on Primary Education (MDG 2), on Gender Equality and Empowerment (MDG 3), on the three Health MDGs on Child Mortality, Maternal Health and HIV/AIDS, Malaria and other diseases (MDGs 4, 5 and 6) and on Environmental Sustainability (MDG 7). MDG 8 was not addressed by the Task Force as the MDG Gap Task Force is already looking into MDG 8 in detail.

25. Mr. Morgan thanked all the agencies that had led and co-led the groups drafting the five papers. To finalize the papers, a two day peer review retreat was held in February 2010, bringing together representatives from the UNDG, civil society and academia. Mr. Morgan noted that four of the five papers had been finalized and were presented for UNDG consideration and endorsement. The fifth paper on MDGs 4, 5 and 6 will be submitted to the UNDG for electronic approval following its completion. He noted that the papers will serve as a contribution to the discussions on approaches to achieving the MDGs which are taking place in the lead-up to the High Level Plenary meeting, including the civil society consultations and the intergovernmental discussions on the draft outcome document. The Task Force is also working on a synthesis report of the five papers. The floor was opened for comments.

Discussion

26. The UNDG-MDG Task Force and its two co-chairs were thanked for their work and for their timely input. The importance of ensuring that the outcome document and other related outputs from the High Level Plenary Meeting are supported by evidence-based research and strategic analysis was highlighted. It was noted that the paper will be made available on the website for the meeting. A number of organizations underlined the importance of advocating the UNDG thematic papers among member states to feed into the negotiation process and emphasised the importance of quickly reaching agreement on the remaining paper on MDGs 4 to 6. A number of agencies also highlighted the importance of broadly disseminating the papers to ensure that they feed into the negotiation process. In this regard, it was noted that the synthesis report with key messages would be useful to facilitate easy access to the information by member states. It was further noted that the substance of the papers go beyond the High Level Plenary meeting and that their use in other upcoming significant events (such as Rio+20 in 2020) should be considered.

27. A number of specific comments on the substance of the papers were raised. In relation to the paper on MDG 1, some organizations noted they would like to see greater emphasis on agriculture in the

section on poverty reduction, in addition to its current focus in the section on hunger and malnutrition They also noted that they would like to see a greater emphasis on gender in agriculture, given the important role of women in agriculture. The importance of raising awareness among member states of the need to reduce the slum areas in the context of reducing poverty was also raised. In the overall context of MDG achievement, some organizations advocated for a stronger emphasis on reducing inequalities and disparities, as well as a stronger emphasis on targeting those countries furthest away from reaching the Goals.

28. With regard to the MDG acceleration framework, support was expressed by some UNDG organizations. It was further noted that the cross cutting themes, such as climate change and gender must be included in all programmes to achieve the MDGs. It was noted that the draft acceleration framework would be very useful as a diagnostic tool for UN country teams when operationalizing the policy interventions identified in the more analytical papers. Some organizations reiterated the need for further consultations, and it was agreed that these should be fast tracked in the UNDG-MDG Task Force.

29. In summing up, Mr. Morgan noted that the points made on the substance of the papers would be conveyed to lead organizations. In relation to the paper on the health goals and the synthesis report, efforts will be made to fast track the consultations for completion as soon as possible. He also noted that every effort will be made to ensure consistent messages from across the system and to orient the synthesis paper so that it reinforces the key strategic messages. Mr. Morgan raised the issue of whether the UNDG-MDG Task Force should continue to exist after the completion of the analytical papers. It was agreed to revisit this question following the completion of the synthesis report, the paper on MDGs 4, 5 and 6, and the review of the MDG acceleration framework in connection to the elaboration of the broader work plan of the UNDG.

30. **Decision:** *The UNDG endorsed the four papers on Poverty, Hunger and Decent Work (MDG 1) (with some modification), on Primary Education (MDG 2), on Gender Equality and Empowerment (MDG 3) and on Environmental Sustainability (MDG 7) and agree for their dissemination*

31. **Action point:** *The paper on the three health related MDGs on Child Mortality, Maternal Health and HIV/AIDS, Malaria and other diseases (MDGs 4, 5 and 6) will be completed as soon as possible, and the production of the synthesis report will be fast tracked. The review and finalization of the MDG acceleration framework would be done on a priority basis, all should contribute to it, and the final version will be circulated to the UNDG for electronic approval. The UNDG-MDG Task Force should continue its work in coordinating a UNDG positioning in the lead-up to the September meeting and the UNDG would review the need of a working mechanism in the follow-up of the meeting.*

Item 4 – Joint session of the UNDG and the HLCM

Report back from the UNDG-HLCM high-level mission on business practices

32. The two co-leads of the UNDG-HLCM high-level mission on business practices, Ms. Mari Simonen and Ms. Jan Beagle, presented the key findings and recommendations of the mission. Ms. Simonen started the presentation by noting that this mission is much in line with the UNDG strategic priorities which call for

closer collaboration between the three CEB pillars. The work was commissioned by the Chairs of the UNDG and the HLCM, which sends an important signal on the commitment from the highest level to harmonize business practices at global and country levels. Ms. Simonen thanked the members of the mission for their time and expertise and expressed appreciation to the Resident Coordinator, Country Teams and Operations Management Teams in Mozambique, Malawi and Viet Nam - the three countries visited so far.

33. The purpose of the mission was to see if progress had been made in harmonization of business practices which could be brought to larger scale and to identify remaining bottlenecks. The mission noted that in all countries visited, the UN country teams had taken a number of steps for improvement and harmonization of business practices on their own or with support from the UNDG and the HLCM. It further noted that further simplification and harmonization of rules were needed, especially in the area of human resources, legal issues and common premises, which cannot be resolved at the country level. The mission observed that country teams can already implement the package of basic common services and already approved UNDG guidance and that number of solutions to greater harmonization of business practices and joint operational modalities can be developed at country level within existing regulations and policies. Ms. Simonen noted that driving change requires leadership at all levels of the UN development system – global, regional and country level. Dedicated investment in analysis of business practices and expertise in change management at UNCT level is also essential to achieve greater progress. Ms. Simonen noted that one of several recommendations from the mission was the need to have a long term, multi-year plan for harmonization of business practices.

34. Ms. Beagle continued the presentation by noting that the political will to work together and to move beyond individual agency approaches was the most critical element in the successful harmonization of business practices. A strong tripartite relationship between the UN System, the Government and the donor community was also a key to success. She highlighted the positive finding that much of the needed change can be achieved within existing regulations and policies. Specifically, a number of successful innovations have either been developed or implemented in the area of ICT, Procurement, and Harmonized Cash Transfer (HACT) as well as in basic common services. She also indicated that there was evidence that transaction costs had been reduced in many cases, although additional costs for business process analysis and redesign and additional work load of staff were noted in the transition period.

35. On the key challenges, she mentioned the varying level of commitment from agency to agency and noted that the level of commitment from all partners will determine how far the harmonization process will go. She also noted the need for longer term strategic planning on the business side which was often regarded as lower priority. Specific recommendations of the mission included the need to strengthen leadership and commitment at HQ, regional and country levels, to invest in dedicated change management capacity in the office of the Resident Coordinator, and to ensure an integrated approach to programme and business operations, including in the UNDAF development process. There was a need to recognize the contribution of staff to common efforts through inclusion in work plans and performance appraisals and to strengthen staff capacity in some areas. There was also a need to review some HR practices, such as the use of non-staff contracts for core functions, which can lead to less commitment to delivering as one. Guidance and reporting frameworks should be streamlined. Ms Beagle ended her presentation by emphasizing that promoting a culture of working together at headquarters, regional and country level is the overriding factor to drive sustainable change.

36. The mission members and the two co-leads were commended by UNDG members for their efforts. On the recommendation to ensure strong leadership by the Resident Coordinator and other UNCT members, it was noted that champions for harmonization of business practices are needed also at the regional and global levels. It was suggested that some findings be further explored to see how they may work in different country contexts and what needs to be done at the global level to allow for further harmonization. Some organizations emphasized that focus should be placed on the bottlenecks to closer examine what can be done to address them. UNESCO emphasized that some issues needed headquarters agreement (e.g. clustering of staff and should not go ahead under change management. It was noted that DOCO has an important role to play in supporting the change management process by understanding the strengths of UNDG members and leveraging them. DOCO's strengthened function to track and make available best practice will also play a critical role in driving harmonization of business practices forward. A suggestion was made that the findings are further analyzed to see what areas would bring the greatest benefit in times of financial constraints. A concern was raised regarding the limited number of specialized agencies participating in the mission. It was suggested that more joint sessions between the UNDG and the HLCM be organized.

37. In response, Ms. Simonen thanked UNDG members for their useful comments. On the steps ahead, she mentioned that UNDG and HLCM will continue to work together and develop a joint work plan for implementing the recommendations. This work will be done as part of the operationalization of the UNDG strategic priorities.

Item 5 – Items for information

a) MDG Good Practices Publication

38. Ms. Diana Alarcon presented the MDG Good Practices Publication on behalf of Paul Ladd, Co-Chair of the MDG Task Force and Chair of the secretariat of the UNDG Policy Network for the MD/MDGs. She gave a brief update on the background for the preparation process and the main characteristics of the publication. Based on an increasing demand for good practices from different partners, including UNCTs, the Policy Network prepared a report on good practices for scaling up MDG achievement in Sub-Saharan Africa in response to a request from the UN Secretary-General's Policy Committee to shed light on the strategies that had proved to be effective. In March 2009, the UNDG Working Group on Programming Issues (WGPI) decided to continue the collection of good practices under the Business Plan of the UNDG Policy Network, this time covering all the regions and drawing from a wider range of partners. More than 200 cases were submitted from 16 UNDG agencies, local NGOs, government institutes and academia. The selection of good practice cases was largely done by submitting organizations and/or field offices. Ms. Alarcon thanked all the agencies who provided substantive inputs and guidance into the publication and noted that the WGPI had endorsed the draft publication on 29 April.

39. Ms Alarcon noted that the publication is not intended to give an exhaustive list of best practices, but rather illustrates concrete cases and elements of success from which other countries can learn. The publication consists of four chapters (Chapter 1 on MDG 1; Chapter 2 on MDG 2 and 3; Chapter 3 on MDGs 4, 5 and 6; Chapter 4 on MDG 7). Each Chapter starts with the analytical section to capture types of constraints and key elements of success, all of which are 'exclusively' based on submitted cases. Following the analytical section, each case is presented in a format that clearly presents 1) a particular constraint,

which each case has addressed; 2) key elements of success; and 3) lessons-learned. In the discussion that followed, a number of UNDG agencies warmly welcomed the publication and its focus on concrete, evidence-based, good practices taken from specific country level examples, which complements the MDG analytical thematic papers. It was also noted that a number of cases in the publication highlighted intrinsic linkages between the MDGs and more broadly defined Internationally Agreed Development Goals (IADGs). Ms. Alarcon further indicated that the MDG Good Practices publication will be submitted after 6th of May to the UNDG for electronic approval.

Action Point: *The MDG Good Practices publication will be submitted to the UNDG for electronic endorsement after 6 May.*

b) Update from the UNDG-Human Rights Mechanism

40. The Chair of the UNDG Human Rights Mechanism (HRM), Ms. Kyung-wha Kang, Deputy High Commissioner for Human Rights, gave a brief update on the work of the mechanism. She noted that the group already had convened two high-level meetings and numerous working level meetings to develop a programme of work with proposed priorities based on the UNDG strategic priorities. She also informed the group that the UNDG Chair and the High Commissioner for Human Rights had met in March to discuss the direction of the group. She noted that, at the system level, the HRM will focus on strengthening system-wide knowledge sharing, advocacy and accountability for results in mainstreaming human rights. The mechanism will promote strengthened leadership of the Resident Coordinator in driving mainstreaming efforts and building national capacity. It will also map existing policy and guidance tools to identify where they can be strengthened and conduct a survey of needs among UN country teams to guide further activities. At the regional level, the mechanism will initiate discussions and preparations of strategies on how the role of the Regional UNDG Teams can be strengthened in providing technical support to country teams and supporting HRBA training. The HRM will also continue and further enhance critical ongoing support to UNDAF rollout countries and in the framework of HuriTALK and the HRBA Portal. In the coming weeks, the co-chairs of HRM will fine tune and finalize the initial priorities in a succinct two-page document and will submit this to the UNDG for the electronic endorsement. In June a working level retreat will further elaborate a detailed work plan for the coming year. Regarding the posts to be embedded in DOCO's new structure to support the HRM, Ms. Kang noted that work is ongoing to create the posts. Several UNDG members expressed strong support for the work of the UNDG-HRM.

41. **Action Point: *The UNDG –HRM to submit its initial priorities to the UNDG for the electronic endorsement before developing its more detailed work plan.***

Item 6 – AOB, closing remarks and way forward

42. In her closing remarks, the UNDG Vice-Chair thanked all the participants for a productive meeting and announced that the next UNDG meeting will be held in conjunction with the HLCM and HLCP meetings in early October.