

Summary of Findings from Capacity Assessments in Delivering as One Pilot Countries

July 2009

Report prepared for the UNDG Inter-agency
Task Team on Change Management,
based on the findings from capacity assessments
in pilot countries



**UNITED NATIONS
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Executive Summary

In its Triennial Comprehensive Policy Review of 2007, the General Assembly encouraged the United Nations development system to take all necessary measures in their human resources policies to ensure that the United Nations staff involved in operations at the country level have the skills and expertise required for effective management, policy advisory and other capacity development work, in line with national development priorities and plans¹

Recognizing the challenges of Delivering as One and the need for the UN to be relevant in rapidly changing and differing country situations, and with support from the UN Development Group, the pilot UN Country Teams in Albania, Mozambique, Rwanda, Tanzania and Viet Nam² took the lead in conducting detailed capacity assessments.

These exercises in the pilot countries mapped the UN system capacity currently in place, identified the short-term needs for implementing One Programmes and the longer-term capacity that the UN needs to have in place. The pilot countries are developing plans to meet the short-term capacity needs.

The capacity assessment exercises showed that:

- **The mix of UN intervention types³ (i.e., policy advice, programme management, finance, etc.) is very similar across all the countries despite different country contexts, levels of income, development and needs.**

Albania, Mozambique, Rwanda, Tanzania and Viet Nam have quite different country contexts: they span three different continents; they have very different development priorities; however, it is important to not overstate the point here: although the UN system's capacity does not seem to vary much, the content of UN programmes can and does vary from country to country.

- **Governments, donors and UN leaders indicate there is increasing demand for the UN to be focused on upstream technical/policy advisory support.** However, UNCTs in some countries believe this shift will have to wait until government capacity for programme management is strengthened.

The findings show that programme management takes up about half of all programmatic capacity, more than the combined capacity for policy advice, technical assistance and advocacy.

The UNCTs in Albania, Tanzania and Viet Nam believe they can and should act to shift the balance of the UN development system's work and capacity towards a more advisory and advocacy role, recognizing these changes will require governments to take on more programme management work. However, the UNCTs in Mozambique and Rwanda feel the limits in government capacity at present mean the UN has to maintain its programme management role.

¹ 62/208 Triennial Comprehensive Policy Review (TCPR) of operational activities for development of the United Nations system, paragraph 124. Annex – Management process for the implementation of resolution 62/208, Action IV.D-1 : "As part of UNDAF preparations, UNCTs to assess capacity available to them (in country, from regional support units, from Headquarters, etc.) to implement UNDAF. Outcome of capacity assessment to be discussed as part of an inter-agency high-level review as a basis for development of long-term human resource strategies to equip United Nations with necessary staff skills."

² The report does not cover the findings from the capacity assessment conducted in Pakistan by the UN Country Team.

³ See Annex for a full list including definitions.

In assessing the technical advisory capacity of the UN development system we may need to differentiate between the funds and programmes and the specialized and non-resident agencies. With their normative mandates, the specialized agencies may possess the necessary technical advisory capacity; the issue may be how this capacity can be best called upon to support countries.

Therefore, the UN development system needs to identify in which countries it can move quickly to expand “upstream” work and reduce the amount of programme management work, while building the capacity of national counterparts and shifting programme management work to them.

- **Operations capacity could be reduced through sharing services across agencies.**

The findings show that the capacity allocated to programmatic interventions is similar to that allocated to operational interventions.

In two countries—Tanzania and Viet Nam—the UN country teams have developed operations and common services plans to reduce operations capacity through common services and common premises.

Finally, the findings are fairly consistent across the pilot countries. Their wider applicability to other countries still needs to be assessed. However, based on the current sample of countries there is a case for identifying countries where there may be a need for a significant shift from programme management to policy advisory services, or a significant increase in the latter.

In consultation with programme country governments, the UN development system needs to identify in which countries it can move quickly to expand “upstream” work and reduce the amount of programme management work, build the capacity of national counterparts and then shift programme management work to them. The capacity assessments in five countries have shown there is strong demand everywhere for the UN development system to devote more effort to policy advice, technical assistance, advocacy and research. The UN development system needs to develop its own capacity and approach to meeting this demand in a coordinated manner.



1 Introduction

From December 2007 to March 2009, the UNDG Inter-Agency Task Team on Change Management, through the Delivering as One Global Change Management Support Team (GCMST)⁴—a joint team including consultants from Dalberg Global Development Advisors and members from UNDG—provided technical support to the eight pilot countries of the Delivering as One initiative. Five of the eight countries—Albania, Mozambique, Rwanda, Tanzania and Viet Nam—requested the team to conduct capacity assessments and to identify existing capacities and UNCT-reported capacity needs in order to implement their planned One Programmes and to meet their longer-term aspirations for supporting development in their respective countries.

This paper provides an overview of these capacity assessments, including:

- Background and context for the capacity assessments;
- Objectives and methodologies used;
- Key findings on current capacities and capacity requirements;
- Actions planned by the five countries; and
- Conclusions and implications.

2 Background and context for the capacity assessments

In its Triennial Comprehensive Policy Review resolutions of 2004 and 2007, the General Assembly called for the UN system to become more coherent, efficient and effective, and relevant in the countries in which it operates. The resolutions also encouraged the United Nations development system to take all necessary measures in their human resources policies to ensure that the United Nations staff involved in operations at the country level have the skills and expertise required for effective management, policy advisory and other capacity development work, in line with national development priorities and plans⁵

Eight pilot countries began their efforts to Deliver as One in January 2007, including the development of One Programme. Towards the implementation of their One Programme some pilot countries decided to assess the UN development system's capacity to deliver One Programme. In response to requests from the UNCTs of these pilot countries, the UNDG engaged the services of the consultancy firm Dalberg to work with the UNCTs to conduct capacity assessments together with GCMST members.

⁴ The Inter-Agency Task Team on Change Management provided overall guidance for the management of the capacity assessments in the pilot countries. The GCMST provided technical support to pilot countries on capacity assessment.

⁵ 62/208 Triennial Comprehensive Policy Review (TCPR) of operational activities for development of the United Nations system, paragraph 124. Annex – Management process for the implementation of resolution 62/208, Action IV.D-1 : *“As part of UNDAF preparations, UNCTs to assess capacity available to them (in country, from regional support units, from Headquarters, etc.) to implement UNDAF. Outcome of capacity assessment to be discussed as part of an inter-agency high-level review as a basis for development of long-term human resource strategies to equip United Nations with necessary staff skills”*

3 Objectives and methodologies used

3.1 Objectives

The objectives established by each of the five pilot countries that asked for a capacity assessment from the Dalberg-UN Support Team varied from country to country⁷. However, they generally contained the same essential elements:

- Take a “snapshot” of current capacity, both programmatic and operational
- Identify short-term capacity needs to implement the agreed One Programme and UNDAF
- Identify medium-term capacity changes needed for the UN development system to meet likely future requirements of the country
- Develop action plans to address identified capacity needs

Tanzania and Viet Nam also asked the Dalberg-UN Support team to look at the capacity implications of their common operations plans. Albania’s capacity assessment looked only at the medium-term capacity requirements as the UNCT felt that capacity for One Programme was already in place.

3.2 Methodology

The approach and methodology of the capacity assessments were determined by the UN country teams in consultation with Dalberg, the external consultancy firm. Inter-agency headquarters consultations were also held to review and provide input on the methodology to be adopted. Furthermore, UN agency representatives from headquarters or the regional level were included in the GCMST as mission members in order to work with the consultancy firm and ensure that UN technical expertise informed the process.

The capacity assessments count capacity as relevant to all UN development system activities⁸ beyond

One Programme and from resident capacity and non-resident capacity. The capacity analysis was based on job descriptions, including staff surveys. The exercise did not assess the quality, effectiveness or efficiency of the actual capacity deployed.

The overall approach involved extensive consultations with UN country teams, government counterparts and line ministries, as well as with UN staff through the Staff Association and coordination groups. The mission team presented findings and facilitated discussion among UNCTs to develop action plans.

The essential elements of the methodology—which is described in detail as part of the UNDG Toolkit—were as follows:

- Review One Programme, UNDAF, operations plan, the Delivering as One concept note and other relevant documents to understand the country context;
- Conduct a quantitative analysis of current capacity, by sector and intervention type (i.e., policy advice, programme management, finance, etc.—see Annex for a full list including definitions). This was done by reviewing job descriptions and validating the categorizations made with agencies, and by conducting a staff survey on time allocation as an independent indicator of the allocation of capacity;
- Identify short-term needs for implementing One Programme (and the rest of the UNDAF where requested) through interviews with Heads of Agencies and other staff;
- Project possible medium-term capacity needs and expectations through interviews with government, heads of agencies and donors;
- Identify possible capacity implications of operations plans, both immediate- and medium-term, through workshops with the Operations Management Teams (where requested);

⁷ See slides 56-58 of the presentation “UN Delivering as One: Report on Change Management Support to Pilot Countries” (March 2009).

⁸ Humanitarian activities that may have a development impact were reviewed when appropriate as determined by the country teams.



- Synthesize findings on current capacity and immediate- and medium-term capacity needs; and
- Facilitate a UNCT retreat to discuss issues and plan actions.

In addition, a number of important principles were applied to ensure the validity of the data and to maintain focus on the needs of the UN development system as a whole. These principles were to:

- Count all capacity, including non-resident capacity used by some agencies, so that our approach allowed for different agency business models;
- Avoid assessing individuals by using job descriptions as the basis for our analysis (validated by agencies to correct for cases of very inaccurate job descriptions) and not looking at CVs or performance reviews;
- Rely on agencies themselves to identify capacity requirements;
- Take a UN development system-wide view, looking at whether the system—rather than particular agencies—had capacity for each part of One Programme; and
- Leave decision-making entirely to the UNCT by presenting options and facilitating discussions rather than presenting specific recommendations.

There were some differences in specific objectives from country to country, in which case the methodology was tailored accordingly. The most significant differences were in the case of Albania, in which we conducted what was dubbed a “light capacity assessment” which differed from the others in two main ways. First, Albania’s objectives included only looking at capacity requirements for the medium-term, so there was no analysis of requirements to deliver One Programme. Second, agencies determined the categorization of capacity themselves and the mission team conducted checks by reviewing selected job descriptions, which saved time but may have resulted in less consistency in the application of the definitions of different categories. In other countries, the team was asked to study specific issues, such as how to incorporate Delivering as One in individual performance evaluations in Rwanda.

3.3 Limitations of the methodologies

It is very important to note the methodologies were designed for specified purposes and hence are limited in their applicability. Capacity assessments may have very different purposes than those described here, and in such cases different methodologies would be required. For example, if a UNCT wished to have a capacity assessment to determine the capacity of individual agencies to fulfill commitments to its One Programme, the methodology would require inter alia (a) counting current capacity for different One Programme components by agency (and estimating how much extra capacity could be added); and (b) reviewing past activities and results by agency.

A capacity assessment aimed at understanding the quality of the UN development system’s capacity in a country—and not just its quantity by sector or intervention types—would require a methodology that included (a) interviews with government, donors and partners about the quality of UN work; (b) reviewing results of UN work in the country; (c) reviewing staff CVs and performance reviews; and (d) focus groups on the impact of structures or processes on organizational quality. As such, the methodology did not look at the UN staffing structure in relation to existing national capacities.

Given that capacity assessments require significant effort and there are different types of capacity assessments that can be done to answer different questions, it was considered important to carefully consider the types of questions that need to be answered and the types of decisions that the UNCT wants to make.

Utilization of the methodology used in the pilot countries required considerable effort, time of the GCMST and UNCT members, and financial resources; hence such an approach should be pursued only if the UNCT is agreed on seriously acting upon the findings. Therefore, capacity assessments in other countries are likely to be most useful in cases where (a) specific information for the country is needed to mobilise change; (b) there is significant doubt about whether capacity in the country is similar to those studied already; or (c) the type of capacity assessment required is not the same as those already conducted.

4 Key findings on current capacities and capacity requirement

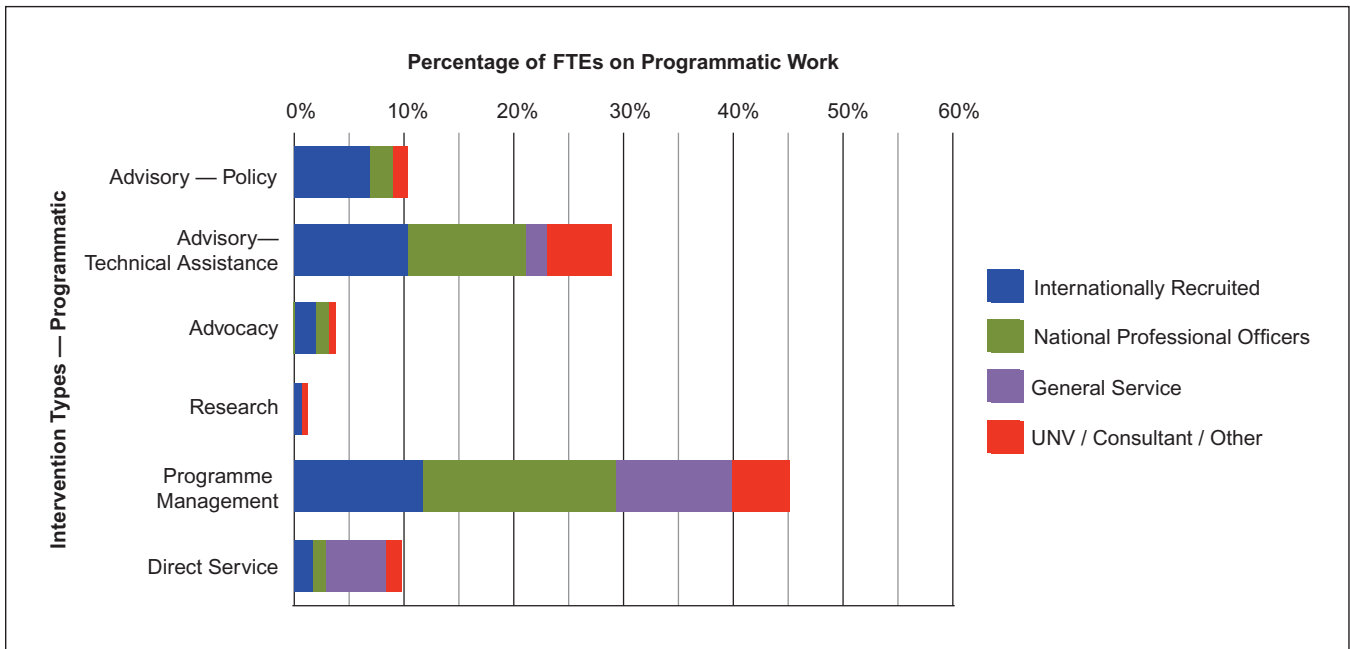
Similarities emerged across all five countries in which the capacity assessments were conducted, in particular regarding the mix of current capacity and aspirations for the future. Thus, it is possible to derive some key findings from the capacity assessments that are likely to be applicable to many, if not most, of the countries in which the UN system is conducting development work.

Finding 1 – Programme management takes up about half of all programmatic capacity, more than the combined capacity for policy advice, technical assistance and advocacy.

The breakdown of all capacity devoted to programmatic interventions—including “sustained” or “core” capacity and “targeted” capacity linked to specific projects—is shown in Exhibit 1, which has two charts. Exhibit 1(a)

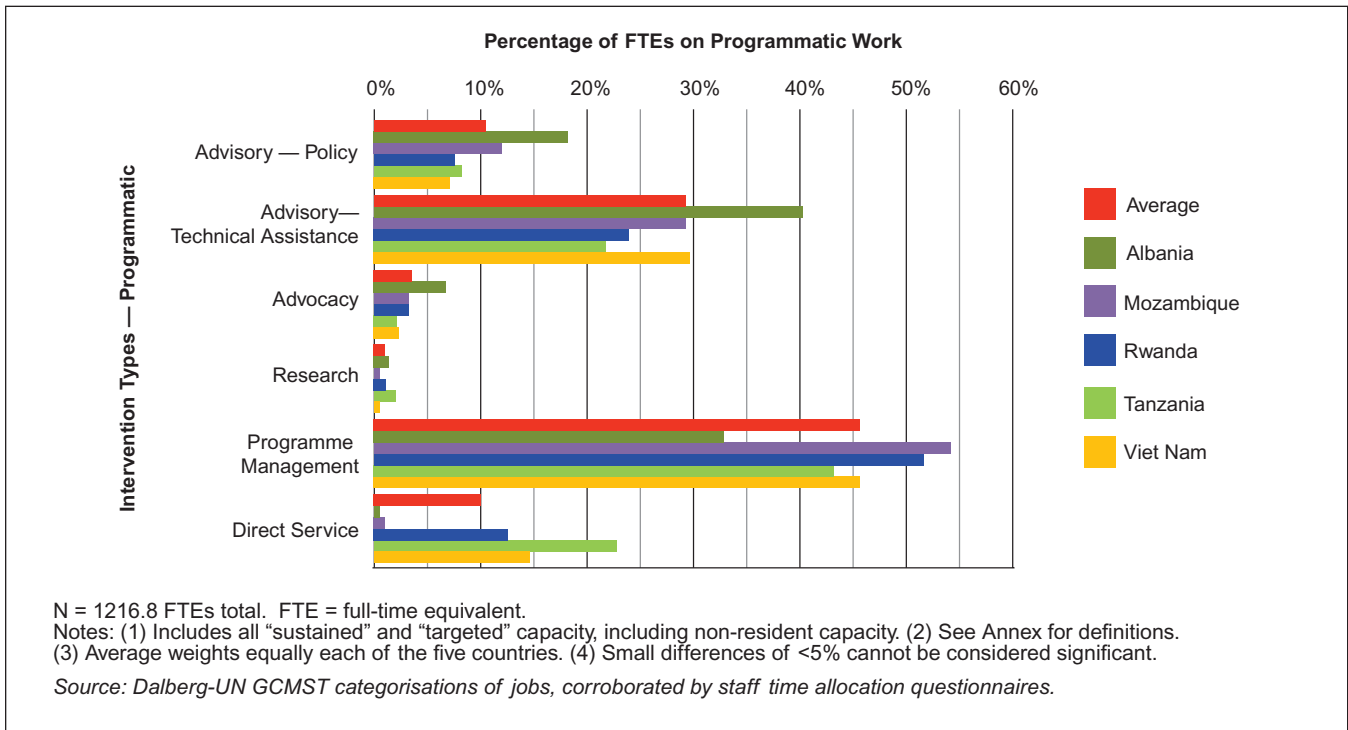
shows how this capacity is distributed between policy advice, technical assistance, advocacy, research, programme management and direct service, averaged over the five countries with each country given equal weight in the averaging. Programme management and direct service takes up on average about 56 percent of all programmatic capacity and 48 percent of professional capacity. Generally speaking, responses by programmatic staff to questions about the time they spend on different activities showed a similar pattern to that displayed in Exhibit 1—which is based on the review of job descriptions as validated by agencies—although programmatic staff in all countries reported spending somewhat less time on policy advice and technical assistance than Exhibit 1 would suggest⁹. Exhibit 1(b) demonstrates this pattern is generally replicated across all five countries studied.

Exhibit 1: (a) Distribution of programmatic capacity by intervention type, averaged over five countries



⁹ See slides 23-24 of the presentation “UN Delivering as One: Report on Change Management Support to Pilot Countries” (March 2009).

Exhibit 1: (b) Distribution of programmatic capacity by intervention type, for the average and for each country individually



Finding 2 – Operational capacity is of similar scale to programmatic capacity, although operational capacity costs much less because it mainly includes general service staff.

Exhibit 2 indicates that, in terms of numbers of full-time equivalent staff (FTEs), the capacity allocated to programmatic interventions is similar to that allocated to operational interventions. Cross-cutting interventions, including general management, coordination and communications, account on average for about 12 percent of total capacity. However, it should be noted that operational capacity is largely general service staff, whereas programmatic capacity is predominantly professional. For this reason, the cost of programmatic capacity is much greater than the cost of operational capacity.

The same balance of capacity between programmatic and operational, i.e., roughly equal in FTE terms, is seen in all countries with the exceptions of Tanzania—which had lower percentages for programmatic and cross-cutting capacities (34 percent and 6 percent respectively) and higher percentages for operational

capacities (61 percent) entirely due to the large numbers of (disproportionately operational) staff members engaged in humanitarian activities in Tanzania, which are not part of One Programme nor UNDAF—and of Viet Nam, for which the capacity included 55 percent programmatic and 35 percent operational.

Finding 3 – The largest areas of operational capacity are General Administration, Transport and Finance.

Within operations, the largest amounts of capacity are devoted to general administration, transport and finance, which together account on average for about 51 percent of total operational capacity in a country. General administration and transport predominantly use general service staff, whereas other operations functions, including operations management, finance, procurement, human resources and ICT, use some international and national professional capacity (roughly 15-25 percent of capacity for each function). Transports, and also general administration to some extent, use significant numbers of staff at G1-G3 grades.

Exhibit 2: Relative amounts of programmatic, operational and cross-cutting capacity, averaged over five countries

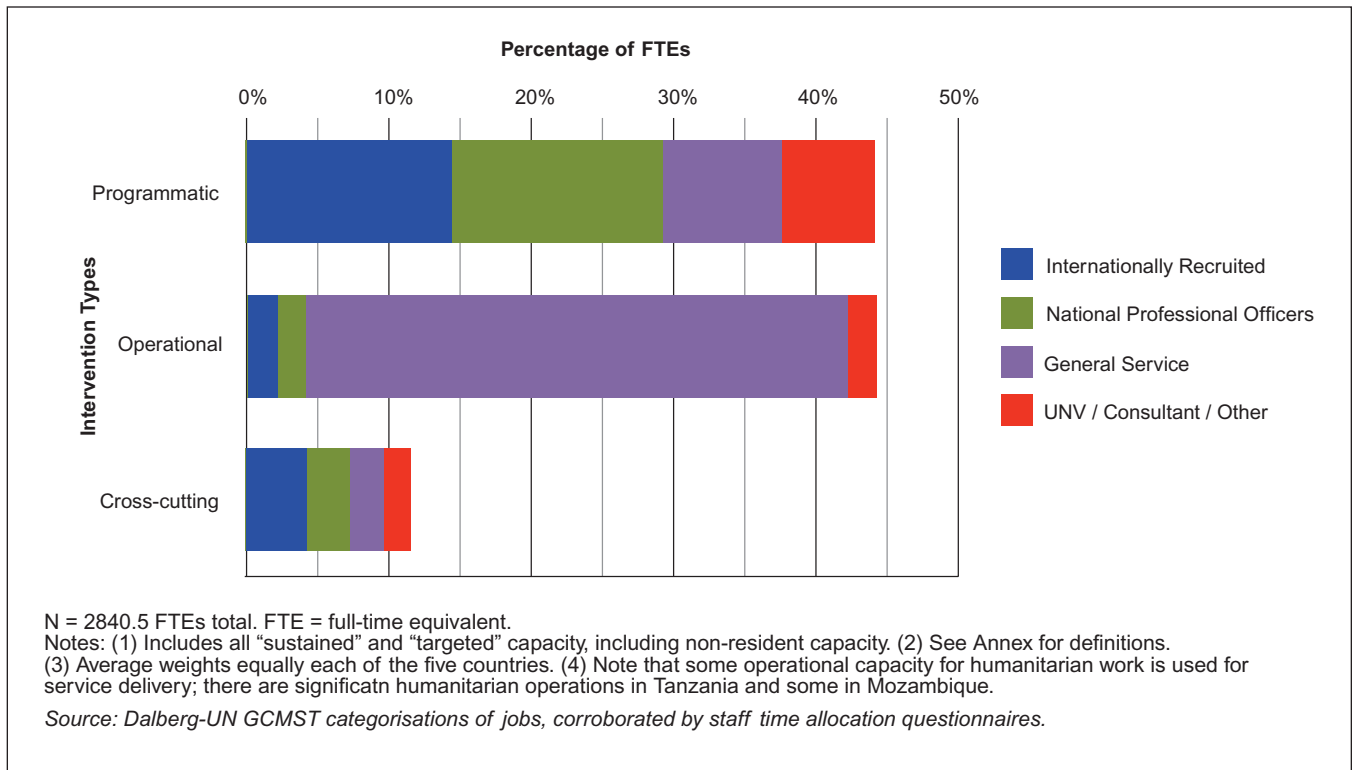


Exhibit 3 (a): Distribution of operational capacity by intervention type, averaged over five countries

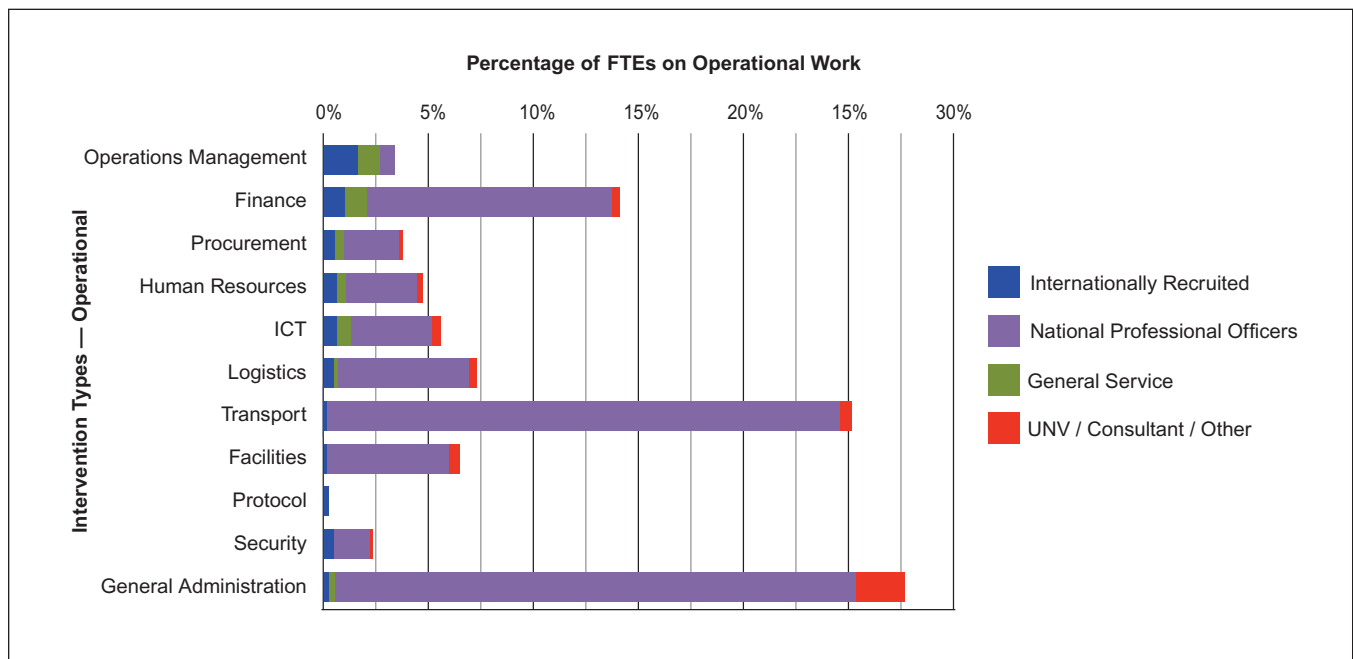


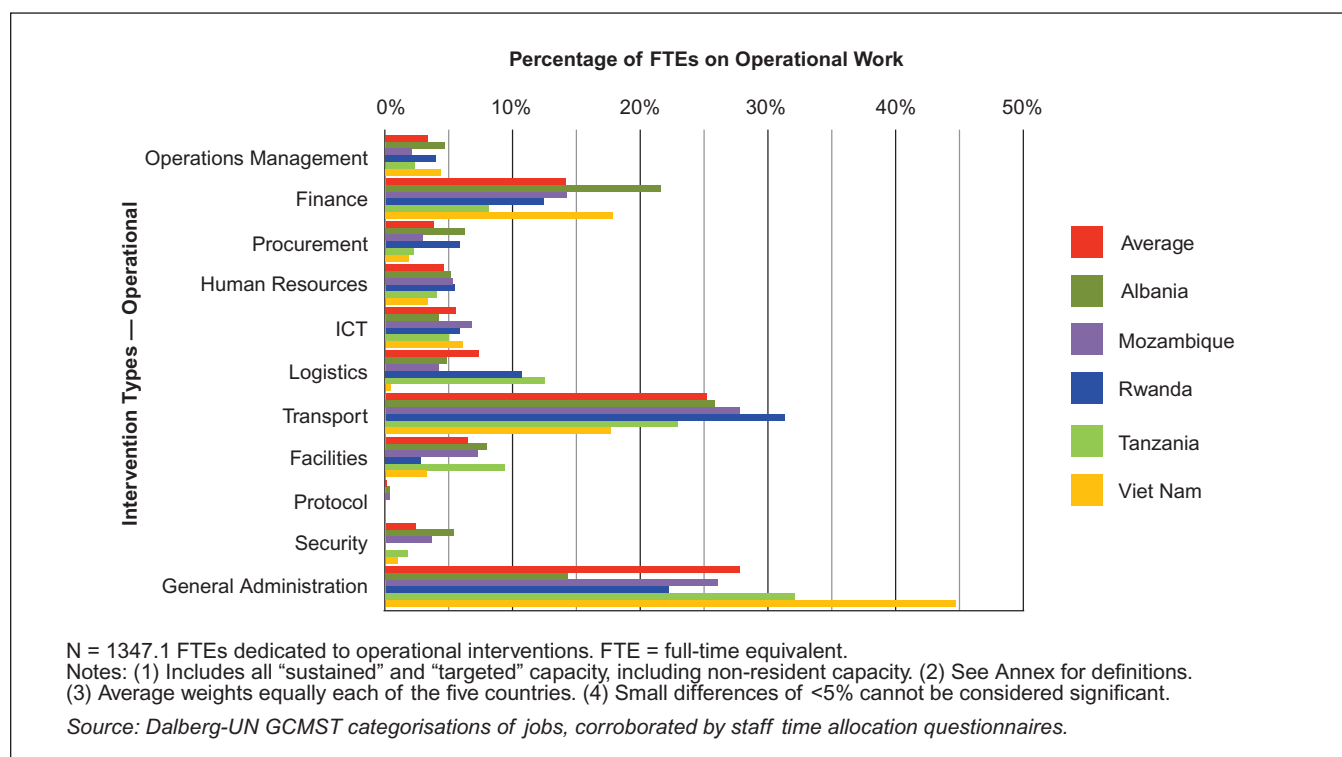
Exhibit 3(b) shows some variations between countries, but the pattern is nevertheless fairly similar in all five countries. Albania has a significantly higher percentage of capacity devoted to finance and a significantly lower percentage devoted to general administration than the average. Viet Nam has a significantly higher percentage devoted to general administration and a significantly lower percentage to logistics.

Finding 4 – The mix of intervention types is very similar across countries, despite quite different country contexts, levels of income/development, and needs.

The findings of the capacity assessments demonstrate that the mix of intervention types is very similar across countries despite differences in country contexts

as illustrated in Exhibits 1(a) and 3(a). Albania, Mozambique, Rwanda, Tanzania and Viet Nam have quite different country contexts: they span three different continents; they have different development priorities; they range in GNI per capita¹⁰ from \$690 to \$6,580 and in ranking on the Human Development Index ranging from 69th to 175th¹¹; the scale and nature of a UN presence varies significantly (e.g., the UNCTs in Tanzania and Viet Nam have more agencies with full representatives than Albania or Uruguay); and they have very different political and development aid environments. However, it is important to not overstate the point here: although the UN development system’s capacity does not seem to vary much, the content of UN programmes can, and does, vary from country to country to reflect the different development priorities of different countries.

Exhibit 3 (b): Distribution of operational capacity by intervention type, for the average and for each country individually

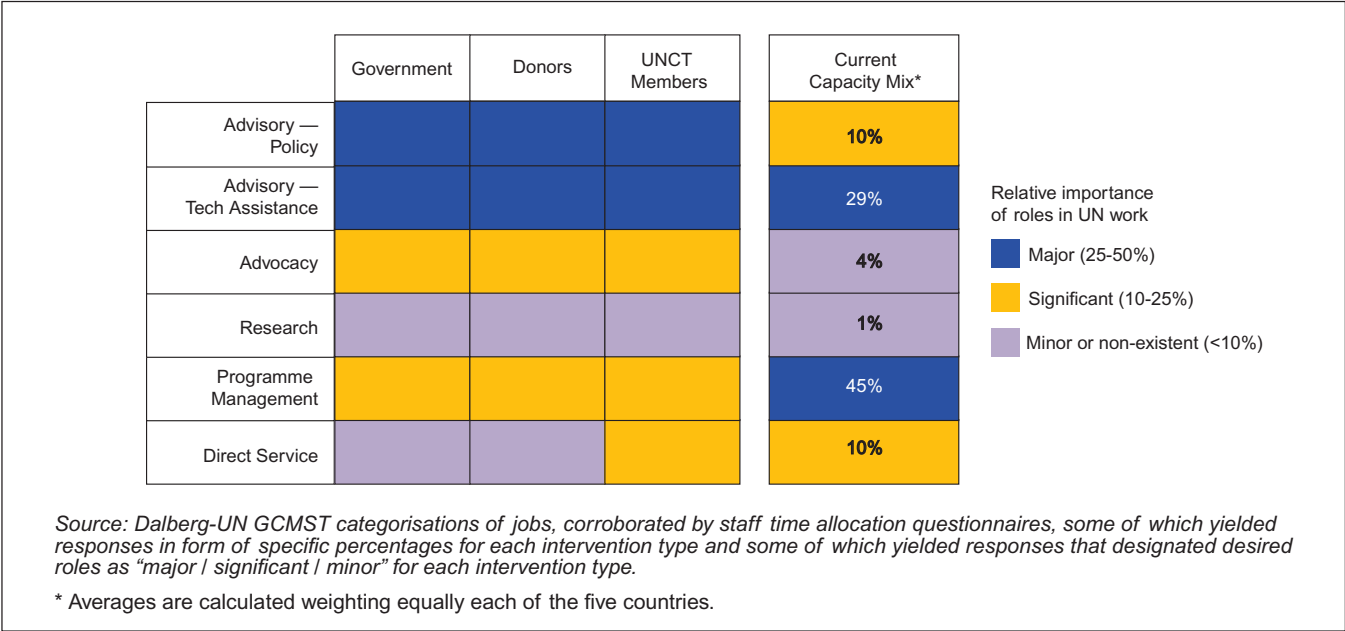


¹⁰ World Bank statistics for Gross National Income per capita in 2007 (in international dollars) were as follows: Albania – 6,580 (rank=114); Mozambique – 690 (rank=200); Rwanda – 860 (rank=194); Tanzania – 1,200 (rank=194); Viet Nam – 2,550 (rank=156).

¹¹ Rankings on the 2008 Human Development Index (which is based on 2006 data) were as follows: Albania – 69; Mozambique – 175; Rwanda – 165; Tanzania – 152; Viet Nam – 114.



Exhibit 4: Responses from government, donors and UNCT members to the question “What do you want to see as the UN’s intervention type mix in 5-10 years’ time?”



Finding 5 – UN Country Teams, governments and donors in most countries would like to see a shift in the UN development system’s work to more “upstream” activities, including policy advice, technical assistance and advocacy; however, UNCTs in some countries believe this shift will have to wait until government capacity for programme management is strengthened.

During each of the capacity assessments, the mission team asked the government, donors and UNCT members to express their views on what types of programmatic interventions the UN should make in 5-10 years’ time. Exhibit 4 attempts to provide a summary illustration of the views expressed, which were quite similar across all five countries and stakeholders: all asserted that the UN development system’s work should focus on advisory services—both policy advice and technical assistance—with significant activities in advocacy and implementing programmes, especially ones likely to inform advisory and advocacy work.

Further discussions with UNCTs, however, revealed significant differences between countries about the

likelihood of the UN being able to shift its work towards the stated aspiration. The UNCTs in Albania, Tanzania and Viet Nam believe they can and should act to shift the balance of the UN’s work and capacity towards more advisory and advocacy, recognizing that these changes will require the government to take on more programme management work. However, the UNCTs in Mozambique and Rwanda feel that limits on government capacity at present mean the UN has to maintain its programme management work and capacity, although they aspire to build government capacity and enable the UN to shift to more advisory and advocacy work in the future.

Finding 6 – Operations capacity could be reduced through sharing services across agencies.

Two pilots—Tanzania and Viet Nam—have developed operations and services plans to reduce operations capacity through common services and common premises. Potential synergies exist in operations, especially through the use of government systems for financial management and procurement, the introduction of an inter-agency dispatch service for transportation, and integrated general administrative support.

5 Actions planned by pilot countries

In each country, the data and findings from the capacity assessment were used as a basis for discussions at UNCT workshops facilitated by the capacity assessment team. Each UNCT developed its own perspective on the most important capacity issues to address and actions to take when factoring in the particular circumstances of the country.

All countries envisaged shifts to having more advisory and advocacy capacity (and work), and less programme management and operations capacity. Albania and Tanzania proposed to start planning for such shifts right away. Mozambique and Rwanda decided they need to see a strengthening of government capacity before they can shift UN development system capacity away from programme management.

Most countries also decided to take steps to strengthen the key inter-agency programme mechanisms working groups by: empowering the members and mechanisms, and ensuring senior-level membership; delegating to them substantial responsibilities for planning and results; clarifying the accountabilities of each mechanism and reporting line; including staff contributions to inter-

agency mechanisms in the agency performance evaluation; establishing regular meeting schedules and work plans; and building a team within the groups, among other planned actions.

Specific actions to be taken in countries where shifts in work and capacity are possible are likely to include (based on work conducted in Tanzania subsequent to the capacity assessment):

- Developing specific advisory and advocacy strategies for relevant sectors, and recruiting/retraining staff to take on advisory and advocacy work.
- Enhancing programme management efficiency so the same volume of programmes can be implemented with less demands on capacity through measures including: increasing the use of basket funding modalities, creating larger programmes through aggregation of duplicative or complementary activities, reducing the numbers of small programmes and of implementing partners, and reducing the number and complexity of reporting requirements, where possible, consistent with good management of programmes.

6 Conclusions

As noted earlier, the findings are fairly consistent across the pilot countries. Their wider applicability to other countries still needs to be assessed; however, based on the current sample of countries, there is a case for identifying countries where there may be a substantial shift from programme management to policy advisory services, or a significant increase in the latter.

In consultation with programme country governments, the UN development system needs to identify in which

countries it can move quickly to expand “upstream” work and reduce programme management work, while building the capacity of national counterparts and shifting programme management work to them. The capacity assessments in five countries have shown there is strong demand for the UN development system to devote more efforts to policy advice, technical assistance, advocacy and research. The UN development system needs to develop its own capacity and approach to meet this demand in a coordinated manner.



Annex – Definitions of capacity categories used

This annex presents the working definitions that were created by the Global Change Management Support Team (GCMST) to conduct the capacity assessment exercise across all agencies in five different countries. Different agencies have different terminologies and may use some of the terms and categories described here with different meanings: nothing in this annex should be taken to imply inter-agency endorsement of these as standard terms.

A.1 “Sustained” and “targeted”

For the purposes of the capacity assessments, it was necessary to distinguish between:

- “Sustained” or “office” capacity—defined as capacity that is a sustained part of the UN country team, working on core functions (such as general management, programme management, policy advice/TA/advocacy outside specific projects, operations related to programme management and internal office matters, etc.) and that can flexibly be allocated between activities as they are not contractually tied to individual projects.
- “Targeted” or “project” capacity—defined as capacity created for specific projects, which must be allocated to those projects and typically would not continue after the project ends, and is further divided into categories labelled ‘A’ and ‘B’ defined as follows:
 - ‘A’ = capacity where the person is active in general agency matters (e.g., planning) even if primarily working on a given project (and will often, but not always, be located in the agency’s office rather than a project site);
 - ‘B’ = capacity where the person does not perform much agency work outside the specific project (and often will be located at the project site, e.g. in a government ministry and interact primarily with the partner’s staff).

The terms “sustained” and “targeted” were chosen in preference to possible alternatives, including “core”, “project”, “temporary”, etc., to avoid confusion with budgetary structures or contract modalities in any agencies.

For example, UNHCR staff, all of whom are paid from “core” budgets, are divided into “sustained” and “targeted” categories according to whether the post was a project implementation post or an office post (including positions akin to programme management positions in other agencies). By doing so, this would allow better comparability of the way capacity was classified across agencies.

Non-resident capacity is counted as “sustained” capacity as it comes from staff who are not dedicated to specific projects, but who are called upon to help according to specific needs (with different non-resident capacity, of course, being used for different needs).

A.2 Sectors

The list of sectors was designed to (a) be exhaustive (i.e. to include all topics worked on by UN agencies), (b) be mutually exclusive (i.e. to avoid situations where definitions of two sectors may overlap), and (c) have sectors defined at similar degrees of aggregation (i.e. to avoid including a mixture of sectors, such as education, and sub-sectors including communicable diseases, health systems reforms, etc.). Slight variations were used in different countries; the following is used for aggregated capacity information:

- Agriculture and Rural Development
- Children & Youth
- Child Protection
- Development Policy
- Disaster & Emergency Management
- Education
- Employment
- Energy and Natural Resources
- Environment
- Food Safety and Animal & Plant Health
- Food Security
- Gender
- Governance (incl. Civil Society)
- Health (incl. Sexual & Reproductive Health and excl. HIV/AIDS)
- HIV and AIDS
- Human Rights (incl. Human Rights-Based Approaches)

- Humanitarian
- Industry & Trade and Private Sector Development
- Lands and Human Settlements Development
- Law & Justice
- Macroeconomics
- Media Development
- Migration Assistance
- Nutrition
- Population & Development
- Public Financial Management
- Social Protection
- Science & Technology (incl. Information Technology)
- Culture
- Infrastructure
- Urban Development & Housing
- Volunteerism
- Water and Sanitation
-

A.3 Intervention types

The team defined a set of intervention types falling into three groups: programmatic, operational and cross-cutting. The full list of intervention types and the definitions used by the GCMST team is as follows.

Programmatic interventions

- **Advisory – Policy:** Advice given on policy choices and strategic planning to ministers and senior civil servants.
- **Advisory – Technical Assistance:** Advice given on how to implement policies and strategies at national or local levels. Note that activities labelled “capacity development” will normally be categorised as Advisory-Technical Assistance, although capacity development can also happen through policy work, programme management, research and advocacy.
- **Advocacy:** Either (a) lobbying government or other decision-makers or (b) persuading people to change behaviour (including taking up general programmes but not the specific programme under consideration). Responses to requests from decision-makers for advice count as Advisory-Policy or Advisory-Technical Assistance rather than Advocacy. Work that is marketing a portion of

a project to have people adopt the services being offered counts as Programme Management or Direct Service rather than Advocacy.

- **Research:** Information gathering and analysis designed to produce reports for general use, not specifically related to a given piece of advisory or advocacy work.
- **Programme Management:** Designing, supporting the implementation of, and monitoring and reporting on programmes. This can refer to posts of different levels (as is the case with other intervention types). For example, Programme Officers, Assistants and Associates all work on Programme Management.
- **Direct Service:** Provision of services directly to beneficiaries

Operational interventions

- Operations Management
- Finance
- Procurement
- Human Resources
- ICT
- Logistics
- Transport
- Facilities
- Protocol
- Security
- General Administration

Definition: All of the above are defined to include operations work that is related to particular programmes and to general functioning of agency offices.

Cross-cutting interventions

- **General Management:** General direction and management of an agency’s country office, including establishing strategic direction, responsibility for signing off on key actions and staff management. Includes inter-agency coordination work at senior levels.
- **Inter-Agency Coordination:** Activities to coordinate UN organisations in the country (including work on Delivering as One and convening development partners to discuss UN coordination).



- **Development Partner Coordination:** Activities to coordinate development partners in the country (not including convening them to discuss UN activities).
- **Programme Communications:** Activities to communicate with external stakeholders, the general public and staff about programmes.
- **Media/Public Information:** Activities to communicate with external stakeholders, the general public and staff on issues not related to specific programmes.
- **Resource Mobilisation:** Activities to identify and raise resources, including meetings/presentations and proposal development.
- **Monitoring & Evaluation:** Specialist work to establish systems for monitoring programmes or other work, and to formally evaluate such work. Does not include regular monitoring and reporting on programmes, which is Programme Management.





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