UNCT GUIDANCE NOTE

For UN Results Groups' 2017 Planning, Monitoring, and Reporting

ONE STRATEGIC PLAN 2017 – 2021

Delivering as One Initiative in Viet Nam

Ha Noi, April 2017

TABLE OF CONTENTS

I- BACKGROUND 1

II- KEY PRINCIPLES 1

III- RESULTS GROUP JOINT WORK PLANNING, MONITORING, AND REPORTING 2

RG work planning 2

RG monitoring and review 2

RG annual reporting 3

Monitoring for Strategic Results (MSR) Working Group's Support to RG Planning, Monitoring and Reporting 3

IV- RESULTS GROUP ANNUAL JOINT WORK PLAN 2017 (see Template 1A and 2A in ANNEX 2) 3

Steps for 2017 RG Annual Joint Work Planning 6

V- RESULTS GROUP ANNUAL REPORT 2017 (see also Template 1B and 2B in ANNEX IV) 7

VI- CALENDAR 7

ANNEX I. OSP INTERNAL COORDINATION ARCHITECTURE 9

ANNEX II: RG ANNUAL WORK PLAN AND COMMON BUDGETARY FRAMEWORK TEMPLATES 10

ANNEX III: EXAMPLES ON PLANNING ELEMENTS 12

ANNEX IV: RG ANNUAL REPORTING AGAINST 2017 EXPECTED RESULTS AND COMMON BUDGETARY FRAMEWORK 14

ANNEX V: RG ANNUAL RESULTS REPORT 16

ANNEX VI: GENDER MARKER SYSTEM FOR OSP 2017 – 2021 RESULTS GROUP WORKPLAN 17

ANNEX VII. LIST OF M&E FOCAL PERSONS BY RESULTS GROUP 19

This document provides an overall guidance to the Results Groups (RGs) of the One Strategic Plan (OSP) 2017-2021 in formulation of their joint work plans, monitoring and reporting against their intended results to highlight their contribution to relevant OPS outcomes as well as to provide inputs for development of the OSP Delivery as One Results Reports and Reviews.

The formulation of this document is based on the UN Standard Operating Procedures (SOPs) for Countries Adopting DaO Approach, with adaptations to the country's context. The document will be reviewed and updated as necessary.

I- BACKGROUND

The One Strategic Plan (OSP) 2017-2021 represents the programmatic and operational framework for delivering United Nations (UN) support to the Government of Viet Nam over the next five years and sets out how the UN will deliver as one in support of national development priorities. The Plan is aligned with the Socio-Economic Development Strategy 2011-2020, the Socio-Economic Development Plan 2016-2020, the Sustainable Development Goals (SDGs) and Viet Nam's international human rights commitments.

Under the Delivering as One (DaO) Initiative, the UN has formed five Results Groups (together with different thematic/working groups) as part of its internal coordination structure (see ANNEX 1) to jointly deliver outputs and contribute to the achievement of the OSP outcomes.

The five results groups (RGs) are listed in the table below together with their respective chairs and vice chairs.

Table 1. Results Groups, Chairs and Vice Chairs

RGs	Chair	Vice Chair
Results Group 1: Inclusive Social Services	WHO	UNICEF
Results Group 2: DRR & Resilience	UNICEF	UNDP
Results Group 3: Climate Change & Environment	FAO	UNDP
Results Group 4: Inclusive Growth & Social Protection	ILO	UNDP
Results Group 5: Governance & Justice	UNDP	UNICEF

Per the Standard Operating Procedures (SOPs), the RGs develop a one-to-two-year joint work plan that is rolling in nature and indicates outputs, commonly used performance indicators and context-specific performance benchmarks, respective roles and responsibilities, and budgetary requirements. The RGs will undertake active monitoring and regularly adapt their plans to be relevant within a changing country context and given key priorities. The RGs also need to implement reporting on a regular basis and jointly develop the annual UN Country Results Report, which is used to undertake an annual review of the One Programme, operations and communications.

For the OSP 2017-2021 monitoring and reporting purposes, the RG joint work plans will be developed on an ***annual basis***. However, for the RGs' internal operational purposes, the RGs can decide to formulate biennial work plans as they wish (based on the UNCT's consensus), allowing for flexibility given that the biennial work plans identify clear annual expected results/targets and annual estimated budgets.

II- KEY PRINCIPLES

The following 6 principles have been agreed by the UNCT to be applied during the RGs' planning, monitoring and reporting process:

(1) **Output Statements will capture joint results:** Outputs are common concrete, measurable, short-term and time-bound results jointly aimed by the RGs to be achieved through the OSP period of 2017-2021.

(2) **Annual Joint Work Planning tools/processes maximize opportunities for joined up actions**: by being able to highlight ***joint actions*** with clear division of responsibilities and coordination mechanisms and to promote RGs' efforts/focus on substantive discussions on possibilities of working/delivering together.

(3) **Enhancement of coordination**, through the formulation of joint actions, joint communication messages, information sharing, resource mobilization, and partnership with different stakeholders.

(4) **Alignment/making use of Agency planning, monitoring and reporting systems**: to simplify the RG planning and reporting process and to not create an extra burden on the UN agencies.

(5) **Meeting the requirements of DaO SOPs:** including the formulation of the RG, RG joint annual workplans with outputs and indicators, common budgetary framework (with financial figures broken down to output and agency level), annual report and review, and RG joint work plans aiming to cover 100% of UN agencies' actions.

(6) **Meeting the minimum requirements of UN Gender SWAP[1] and Scorecard[2]:**
- Gender must be clearly and visibly evidenced across all outcome areas: At least one output of each RG should be explicitly addressing gender inequality and women's empowerment needs, meaning that gender equality/women's empowerment is a principal or significant objective of the output, categorized as GEN2a or GEN2b (see ANNEX VI).
- One third to half of Output Indicators need to be sex-disaggregated and gender sensitive to track progress towards gender equality.

III- RESULTS GROUP JOINT WORK PLANNING, MONITORING, AND REPORTING

Figure 1 presents the RG annual planning, monitoring and reporting cycle.

RG work planning

The RG work planning process starts at the beginning of each year (in January) with the aim of producing the RG Annual Joint Work Plan (JWP).

For JWP planning, the RGs are responsible for:
- Translating OSP outcomes into concrete, measurable and time-bound outputs (e.g. for 2-5 years);
- Developing Annual Joint Work Plans (rolling) around expected annual results linked to Outputs and with concrete actions;
- Formulating the RG Annual Common Budgetary Framework (planned financial contribution by agency/outcome/output), which will be consolidated for all RGs into the Annual OSP Common Budgetary Framework (CBF)

RG monitoring and review

The RGs will undertake active and regular monitoring of JWP progress, updating/adjusting the JWP if necessary. The RGs will conduct mid-year and annual review meetings for assessing their AJWP progress and identifying bottle-necks. Through the monitoring and review process, the RGs can also update/adapt management strategies (and fund-raising strategies) to address identified bottle-necks and focus on the most critical priorities and gaps.

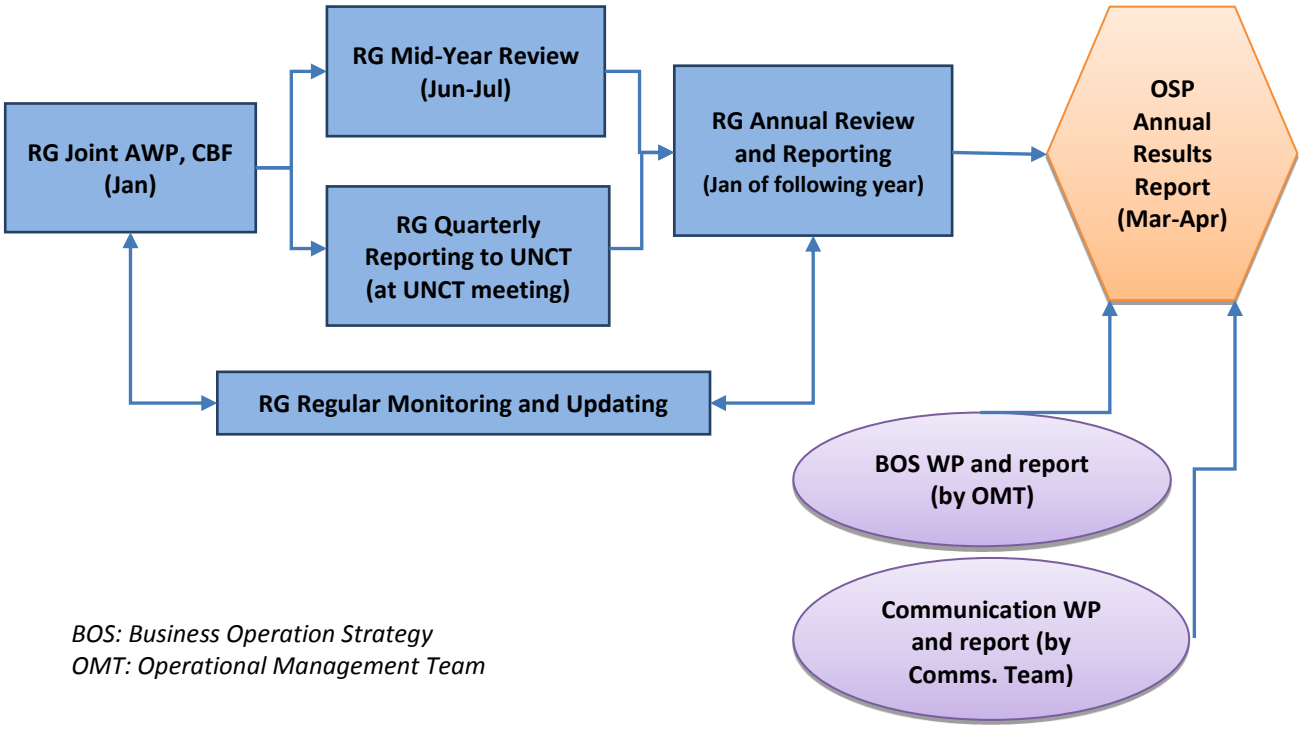
[1] UNSWAP: UN System-wide Action Plan on Gender Equality and the Empowerment of Women
[2] Scorecard: UNCT performance indicators for gender equality and the empowerment of women.

RG annual reporting

For JWP reporting, the RGs are responsible for development of the OSP Annual Report with the Resident Coordinator's Office (RCO)'s support in report consolidation. More specifically, the RGs are responsible for:

- Reporting RG progress to UNCT on a quarterly basis at UNCT meetings;
- Developing an RG narrative results report against key expected results and Delivery as One (DaO) aspects *(see Section V below);*
- Consolidating the expenditure report (against the Common Budgetary Framework): disaggregated by output, outcome, and agency; and
- Collecting data for Output Indicators

Chart 1. RG Planning, Monitoring, and Reporting Cycle



BOS: Business Operation Strategy
OMT: Operational Management Team

Monitoring for Strategic Results (MSR) Working Group's Support to RG Planning, Monitoring and Reporting

The MSR WG assigns two members as M&E focal persons for each RG. The M&E focal persons will assist the RGs with annual planning and, later, the monitoring and reporting process (see ANNEX VII).

The MSR WG will convene a meeting with the RGs' Secretariats to orient them on this guidance note. The RBM Specialist will standby to provide any necessary overall technical support.

IV- RESULTS GROUP ANNUAL JOINT WORK PLAN 2017 (see Template 1A and 2A in ANNEX 2)

The RG Annual Joint Work Plan (JWP) 2017 is an indicative planning document to guide **joint planning and joint action,** and provides a mechanism to monitor and demonstrate expected contributions in 2017 to achieve RG outputs and the OSP 2017-2021 outcomes. It is a comprehensive instrument for RGs to layout their prioritized medium-term outputs, annual specific targeted results, and actions the RGs plan to take to

deliver the intended outputs. RG joint workplan also provides information on how UN agencies work together and with other stakeholders, as well as to identify resource requirements/gaps. RG JWP is used as basis for discussion of joined up actions and budget mobilization. RG JWP is the basis for monitoring and reporting on RG and OSP progress.

The main elements of an RG JWP will consist of:

(1) Outputs:

- The OSP 2017-2021 outcomes are broken down into concrete, measurable, short-term and time-bound outputs that will contribute to the achievement of the outcomes. The RG outputs should be more specific than OSP outcomes but broad enough to capture a wide range of UN agencies' areas of work.

- Outputs should be formulated for medium term implementation (e.g. 3-5 years). However, it is up to the RGs to decide based on their nature/progress of work and targeted results. All outputs need to be ranked against the Gender Marker System for OSP 2017 – 2021 (see ANNEX VI).

- Outputs are flexible and can hence be adjusted during the OSP 2017-2021 period given changes in priorities of each RG as well as changes/evolution in the national development context. During the annual planning period the RGs can change or remove their outputs or add more outputs.

- The number of Outputs should be kept to a minimum for manageable monitoring and reporting.

- Formulation of Outputs: The RGs can choose methods which are most relevant and effective for their groups. Some RGs may want to apply the "top-down" method by (i) revisiting and updating the UN agencies' Contribution Mapping which was done during the OSP development; or (ii) referring to the OSP narrative on strategic interventions for each OSP Outcome as a basis for their output formulation. Some RGs may want to apply the "bottom-up" approach by mapping all their planned actions and work areas; then defining joint annual targets, medium-term outputs, as well as possible joint actions. A combination of the "top-down" and "bottom-up" approaches is also possible if the approaches can supplement each other.

(2) Outputs Rationale:

- A brief indication on how each output is associated with the relevant outcome and contributes to the achievement of said outcome should be defined.

- The rationale should consist of:
    - Development issues/bottle-necks to be addressed: these should be as specific as possible, and more specific that stated in relevant outcome(s)'s rationales.
    - Expected changes and how these changes contribute to relevant Outcomes
    - Targeted clients
- The rationale may consists of additional information on:
    - Key interventions
    - Stakeholders (e.g. government, CSOs, DPs, etc.) involved
    - Assumptions and Risks involved

(3) Indicators:

- A set of performance indicators together with their baselines, targets and means of verification are required for outputs under each outcome to monitor progress in achieving the outputs. One

third to half of output indicators need to be sex-disaggregated and gender sensitive to track progress towards gender equality.

- The number of indicators should not be more than 2 for each ouput.

- One indicator can measure multiple outputs if relevant (e.g. shared indicators)

- *For a lighter monitoring and reporting*, when possible, the RGs should select indicators which are the same as the agencies' monitoring indicators as specified in their individual CPDs, DPOs, AWPs, etc.

- These indicators can be quantitative or qualitative.

(4) Expected Results:

- Under each output, annual expected results should be formulated. The expected results are specific deliverables for each planning year.

- Expected results should be as specific as possible to show exactly what the RGs want to achieve during each planning year. The level of specificity will depend on internal discussions and decisions of the RGs on what they think can best reflect their expected results during the year.

(5) Actions

- Actions are the *activities* or *activity areas* the RGs plan to implement to deliver their relevant annual expected results. Please note that the template allows for flexibility for the RGs to fill specific activities (e.g. a training, a campaign) and/or activity areas (e.g. support to SDG monitoring, support to formulation of Law of Associations).

- Actions are grouped into:

    - *Actions under Joint Programmes*: activities/activity areas can be taken from existing Joint Programmes or from future Joint Programmes. Within their joint work plans, the RGs may identify the need for increased joint delivery through the development of one or more joint programme(s). A joint programme is a set of actions/activities consolidated in a joint work plan and related budgetary framework, involving two or more UN organizations, and intended to achieve results aligned with national priorities as reflected in the OSP.
      For example: Actions under the current JP on Nutrition and Food Security

    - *Actions under Joint Implementation*: individual activities/activity areas which agencies implement together (not through Joint Programmes mechanism) by contributing (financial and human) resources.
      For example, 2-3 UN Agencies decide to contribute their resources to organize a campaign against domestic violence.

    - *Agency-specific Actions*: activities/activity areas which one agency implements individually, not joined with other UN agencies, but including information sharing and consultation with other agencies, if relevant. Agencies can choose to list their projects/activities as they wish to facilitate their convenience in filling in the template.

- The purpose of this grouping is to highlight "real" joint work while at the same time capturing agency-specific contributions. Particularly, this is to facilitate real coordination in the RGs instead of a "mechanical" merging of agencies' activities.

- *For a lighter monitoring and reporting,* the RGs' planning discussions should focus on identifying actions/activities for joint programmes and joint implementation. For Agency-specific actions, agencies can put their projects/activities as actions if relevant.

(6) Gender markers and justification (see ANNEX VI)

- Gender markers are inserted to track if the RGs meet the first gender requirement that at least one output of each RG should explicitly address gender inequality and women's empowerment needs, which is at GEN2a or GEN2b level of the Gender Marker System.

- The Gender Markers System has 4 ranks as follows:
    - GEN0: Outputs that are not expected to contribute to gender equality/women's empowerment
    - GEN1: Outputs that will contribute in a limited way to gender equality/women's empowerment
    - GEN2a: Gender equality/women's empowerment is a significant objective of the output.
    - GEN2b: Gender equality/women's empowerment is a principal objective of the output

- The result groups should justify their rating if it's GEN2a or GEN2b. Justifications can be short (a simple sentence or two). However, it is important for the RGs to get into the habit of noting why they allocated a specific code. This encourages consistency and accountability.

Please see ANNEX VI for a detailed definition of the 4 ranks.

(7) Common Budgetary Framework (CBF)

- Development of an annual CBF is mandatory for the RGs for monitoring available budget and gaps in resources for joint resource mobilization efforts.

- The RG 2017 CBF is designed in a separate template (Template 2A in ANNEX 2) from the RG JWP template. The CBF consists of estimated budget by agency, output and outcome for the planning period and will be reported annually against the actual expenditure.

- Individual UN agencies need to make sure that the budget figures they put in different RG CBFs need to sum up to the Agencies' total budget estimation/expenditure during the planning period.

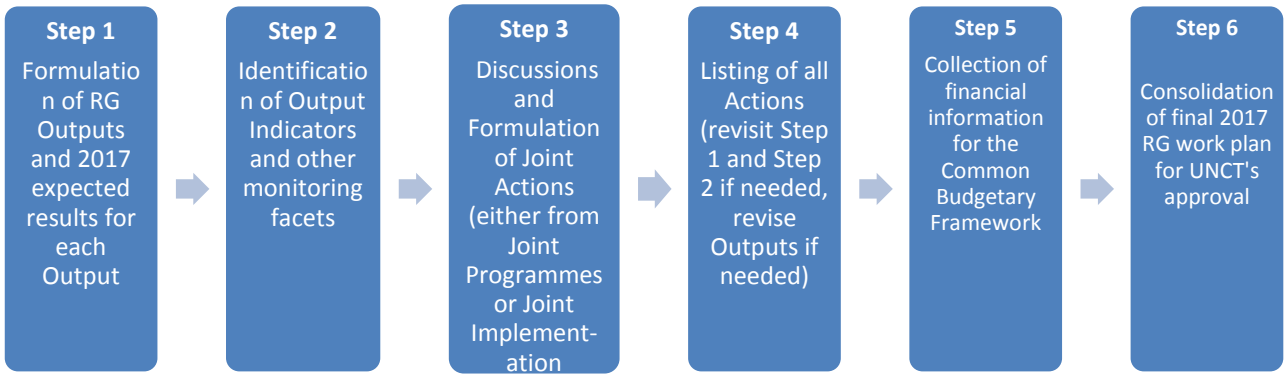
Note: Actions, budgets, and other related information can be adjusted along the workplan duration through regular monitoring, updating, and mid-year review mechanisms (see Chart 1 and Calendar table).

Steps for 2017 RG Annual Joint Work Planning

The RG Joint Work Planning for the first year (2017) of the OSP 2017-2021 cycle will include 6 steps as described in Chart 2 below.

For the following years of the cycle beyond 2017, the RGs can revise their Outputs/Indicators based on the evolving national development context and RG priorities. For each of the following years, the RGs also need to formulate their annual expected results, relevant actions, and budget (for the CBF)

Chart 2. Steps for 2017 RG Annual Joint Work Planning (in March - April)



V- RESULTS GROUP ANNUAL REPORT 2017 (see also Template 1B and 2B in ANNEX IV)

On an annual basis, each RG is responsible to deliver the following reports

1. RG narrative results report against outputs and key expected results and Delivering as One (DaO) aspects, showing both joint contribution to development progress and agencies' individual attribution to achievement of output-level results. (see Template 3 in ANNEX IV)

2. Expenditure report (against the Common Budgetary Framework): disaggregated by output, outcome, and agency (see Template 2B in ANNEX IV)

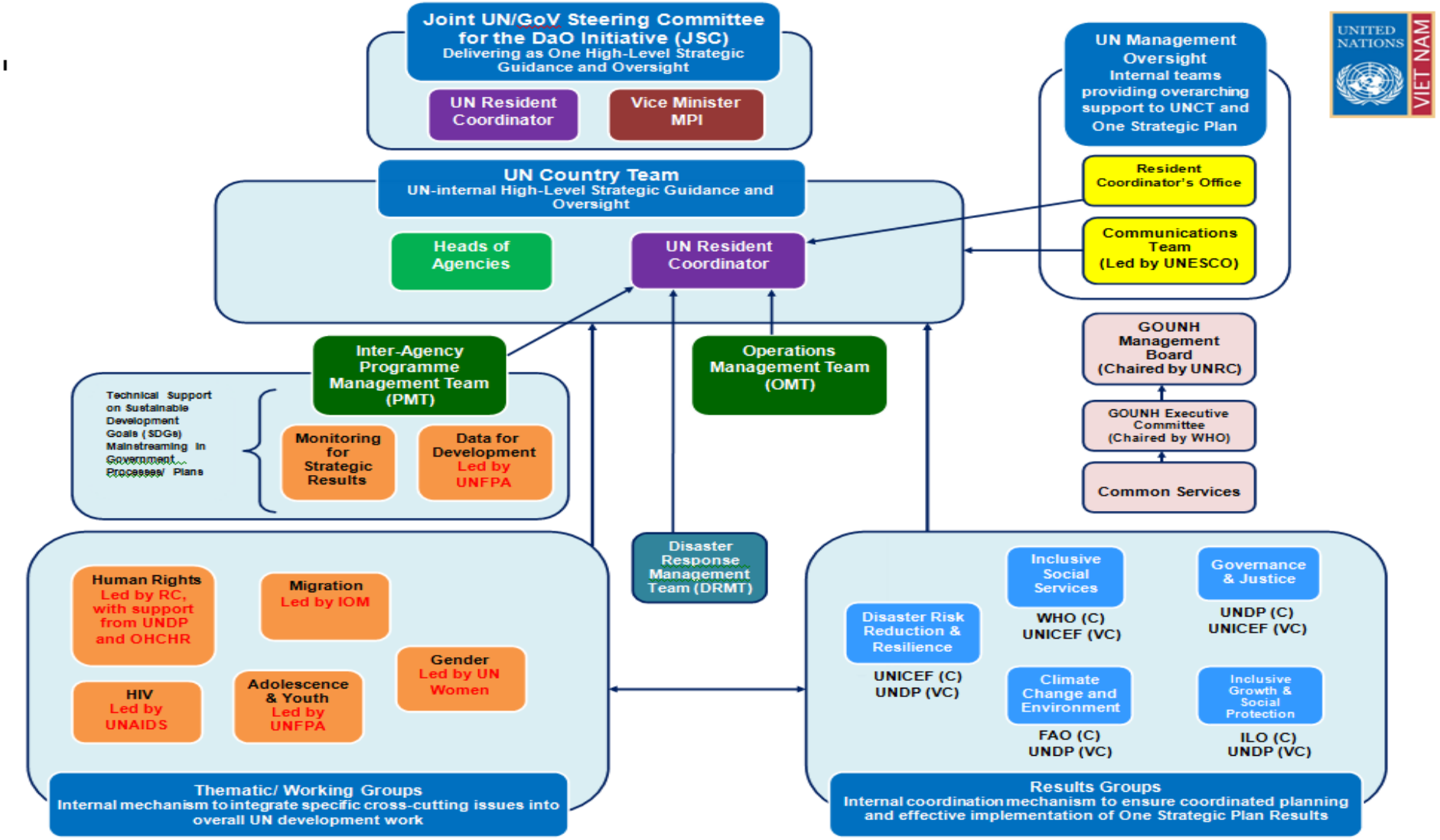
3. Report on data for Output Indicators and Actual Results (See Template 1B in ANNEX IV)

VI- CALENDAR

Steps	Key Action	Timeline	Responsibility
Annual Joint Work Planning			
1.	RGs' first meeting to discuss joint outputs and agree on the next steps	Mid-late March 2017	Results Groups (Secretariats to consolidate with support from M&E Focal Persons, RBM Specialist, Chair to sign off) UNCT to approve
2.	RG outputs agreed, in line with OSP 2017-2021 outcomes	April 2017	
3.	Development of RG Annual Joint Work Plan	Late April 2017	
4.	Update of Joint Work Plan (if necessary)	August 2017	Results Groups
5.	BOS Annual Workplan	May 2017 (tbc)	OMT
6.	Communications Workplan	May 2017 (tbc)	Comms. Team
RG monitoring and review			
1.	Mid-term review meeting	August 2017	Results Groups
2.	Annual Review and Reporting Meeting (and Planning Meeting for 2018)	January 2018	Results Groups
RG reporting			
1.	Quarterly reporting to UNCT	UNCT meeting	RG Chair/Vice Chair
2.	RG narrative results report	January 2018	Results Groups
3.	Expenditure report	January 2018	Results Groups

Steps	Key Action	Timeline	Responsibility
4.	Report on data for Output Indicators and Actual Results	January 2018	Results Groups
5.	Report on BOS by OMT	January 2018	OMT
6.	Report on Communications by Communication Team	January 2018	Comms. Team
7.	OSP Annual Results Report	March 2018	RCO (for consolidation)
OSP Database			
8.	Design stage Based on current OPD, to-be-launched UNInfo, current expectations, and discussions with communication team	April-June 2017	PMT/Monitoring for Strategic Results (MSR) Comms. Team
9.	Import baseline data for Outcome, Output indicators and other information	June-July 2017	Outcome: Agencies Output: Results Groups (with support by RBM specialist and the MSR)
OSP Evaluation			
1.	Mid-term Evaluation	2019 (tbc)	UNCT
2.	Final Evaluation	2020	UNCT

ANNEX I. OSP INTERNAL COORDINATION ARCHITECTURE



ANNEX II: RG ANNUAL WORK PLAN AND COMMON BUDGETARY FRAMEWORK TEMPLATES

Template 1 A

RESULTS GROUP 2017 JOINT WORKPLAN

Results Group: *Name of Results Groups*
OSP Outcomes: *Name OSP outcomes this group contributes to*
AWP duration: *from mm/yyyy to mm/yyyy*

UN lead agencies: **UN participating agencies:** **Government counterparts:** **Civil society partners:** **Development partners:** **Other partners:**	Total estimated budget (USD)*: Out of which: 1. Regular (USD): 2. Other Secured (USD): 3. To be mobilized (USD): ** Both direct prog. costs and indirect support costs*

OUTCOME 1.1. ***Outcome statement as shown in the OSP***		
Results Group Outputs *(Suggest to keep the number of outputs to a minimum as possible)*	**Output Indicators, baselines, targets, MoVs** *(2 indicators per output at max, 1 indicator can measure multiple outputs if relevant)*	**Gender Marker** *(GEN0, GEN1, GEN2a, or GEN2b)* **and Justification**
Output 1.1.1 *Output Statement* *An indication on how the output is associated with the outcome and contributes to achievement of the outcome.*	Indicator RG1/1.1.a: Baselines (2016): Targets (2017): MoVs: 'Indicator RG1/1.1.b: Baselines (2016): Targets (2017): MoVs: 'Indicator RG1/1.1.c: Baselines (2016): Targets (2017): MoVs:	
Output 1.1.2. *Output Statement* *An indication on how the output is associated with the outcome and contributes to achievement of the outcome.*		

Outputs	**2017 Expected Results** *(specific annual results the results group wants to achieve)*	**Actions**	**UN Agencies**	**Thematic/ Working Groups**	**Stakeholders** *(GoVN, CSOs, DPs, etc.)*	**Implementation Mechanism**
Output 1.1.1: *Output Statement*	Expected Result 1:	*Action 1*	*ILO, UNESCO*			
		Action 2				
		Action 3				
	Expected Result 2	*Action 1*				
		Action 2				
		Action 3				
Output 1.1.2: *Output Statement*	Expected Result 1:	*Action 1*				
		Action 2				
		Action 3				
	Expected Result 2	*Action 1*				
		Action 2				
		Action 3				

Template 2 A

RESULTS GROUP 2017 COMMON BUDGETARY FRAMEWORK

Results Group: *Name of Results Groups*
OSP Outcomes: *Name OSP outcomes this group contributes to*
AWP duration: *from mm/yyyy to mm/yyyy*

UN AGENCIES	OUTCOMES, OUTPUTS	ESTIMATED BUDGET (USD)			
		Total	Regular	Other Secured	To be mobilized
FAO	Outcome 1.1				
	Output 1.1.1				
	Output 1.1.2				
	Outcome 1.2				
	Output 1.2.1				
	Output 1.2.2				
ILO	Outcome 1.1				
	Output 1.1.1				
	Output 1.1.2				
UNDP	Outcome 1.1				
	Output 1.1.1				
	Output 1.1.2				
UNFPA	Outcome 1.1				
	Output 1.1.1				
	Output 1.1.2				
.....	Outcome 1.1				
	Output 1.1.1				
	Output 1.1.2				

ANNEX III: EXAMPLES ON PLANNING ELEMENTS

Example on Output and Indicators

Template 1 A

RESULTS GROUP 2017 JOINT WORKPLAN

Results Group: *Inclusive Growth & Social Protection*
OSP Outcomes: *Outcome 1.1, Outcome 3.1, Outcome 3.2*
AWP duration: *from 01/2017 to 12/2017*

UN lead agencies:	Chair: ILO, Vice Chair: UNDP
UN participating agencies:	UNESCO, UNICEF, UNIDO, FAO, WHO, UNAIDS, UN-Habitat, UNFPA, IOM, UN Women
Government counterparts:	
Civil society partners:	
Development partners:	
Other partners:	

Total estimated budget (USD)*:

Out of which:
1. Regular (USD):
2. Other Secured (USD):
3. To be mobilized (USD):
** Both direct prog. costs and indirect support costs*

OUTCOME 1.1. ***Poverty and Vulnerability Reduction***
By 2021, all people benefit from inclusive and equitable social protection systems and poverty reduction services to reduce multi-dimensional poverty and vulnerabilities. (SDG 1 and 5)

Results Group Outputs *(Suggest to keep the number of outputs at minimum as possible)*	**Output Indicators, baselines, targets, MoVs** *(2 indicators per output at max, 1 indicator can measure multiple outputs if relevant)*	**Gender Marker** *(GEN0, GEN1, GEN2a, or GEN2b)* **and Justification**
Output 1.1.1 Multidimensional Poverty among men, women and children, particularly in EM, remote communities and urban areas, is better addressed through the NTP on Poverty Reduction and mainstreaming of the MDP approach in programmes and policies *An indication on how the output is*	Indicator RG1/1.1.a: Extent to which NTP systems and institutional measures are implemented at the national and subnational levels to generate and strengthen employment and livelihoods for women and men (UNDP CPD indicator) Baselines (2015): 1 (Inadequate) Targets (2021) : 4 (Largely) MoVs: Gender-disaggregated NTP monitoring data. 'Indicator RG1/1.1.b: Availability of legal and policy framework for operationalization of child grant (UNICEF CPD indicator) Baselines (2016): No Targets (2021): Yes MoVs:	GEN 1
Output 1.1.2. Social protection and Social Assistance are expanded, more inclusive and equitable based on a lifecycle approach and universal floor coverage, with focus on vulnerable migrants, children in need of special protection, women, EM and rural areas *An indication on how the output is*	'Indicator RG1/1.1.c:Number of women and men benefiting from regular life-cycle social assistance cash transfers (disaggregated by scheme). (UNDP CPD indicator) Baselines (2014): 1.7 million women/1 million men Targets (2021): 2.6 million women/1.1 million men MoVs: Master Plan for Social Assistance Reform	GEN 1
Output 1.1.3. Employment and Labor are improved contributing to poverty and vulnerability reduction, particularly through reducing and redistributing unpaid care and domestic work, improved legislation for child labour and forced labour, increasing participation of women entrepreneurs and producers in markets, improved national programs and creations of initiatives supporting pro-poor and public employment, and decent work creation	Indicator ..... Indicator	GEN 2a The Output contains of analysis on and activities to improve women entrepreneurs and producers' participation in markets

Example on Output, Expected Results and Actions

Outputs	2017 Expected Results *(specific annual results the results group wants to achieve)*	Actions	UN Agencies	Thematic/ Working Groups	Stakeholders *(GoVN, CSOs, DPs, etc.)*	Implementation Mechanism
Output 1.1.1: *Multidimensional Poverty among men, women and children, particularly in EM, remote communities and urban areas, is better addressed through the NTP on Poverty Reduction and mainstreaming of the MDP approach in programmes and policies*	Expected Result 1: NTP M&E framework developed including measures disaggregated by gender, EM, geogphagical areas and age	*Action 1* *2 M&E trainings for MOLISA, line ministries and localities*	*FAO, UNICEF , UNDP*	*Data for Development*	*MOLISA, NA, MPI, M&E network*	Joint Implementation
		Action 2 *FAO Project A*	*FAO*		*MOLISA*	Agency-specific
		Action 3 *UNICEF activity B under UNICEF project X*	*UNICEF*		*Ninh Thuan PPC*	Agency-specific
	Expected Result 2: MDP approach mainstreamed in X programmes and policies at central level and/or in provinces	*Action 1* *1 MDP training at national level*	*UNDP, UNICEF*		*MOLISA, NA, MPI, MDP global network*	Joint Implementation
		Action 2 *UNDP Project A in HCMC*	*UNDP*		*HCMC PPC, MOLISA*	Agency-specific
		Action 3 Activity A under *Joint programme on MDP in Locality X*	*ILO, UNESCO, UN-Habitat, UNWOMEN, UNICEF , UNFPA, IOM*	*Migration*	*Locality X*	Joint Programmes

More Examples on Output and Expected Results

Output 1.1.2: Social protection and Social Assistance are expanded, more inclusive and equitable based on a lifecycle approach and universal floor coverage, with focus on vulnerable migrants, children in need of special protection, women, EM and rural areas	Expected Result 1: Draft social protection Policy X widely consulted and finalized for the GoVN's approval
	Expected Result 2: Women participation in planning and monitoring of social proteciton/assistance policies improved though X, Y, Z
Output 1.1.3: Employment and Labor are improved contributing to poverty and vulnerability reduction, particularly through reducing and redistributing unpaid care and domestic work, improved legislation for child labour and forced labour, increasing participation of women entrepreneurs and producers in markets, improved national programs and creations of initiatives supporting pro-poor and public employment, and decent work creation	Expected Result 1: National plan A, policies XY on legislation for child labour and forced labour reviewed and improved in harmonization with international standards and improving their application.
	Expected Result 2: Employment and Labor information improved through strengthening data collection and analyis of Survey X, Y

ANNEX IV: RG ANNUAL REPORTING AGAINST 2017 EXPECTED RESULTS AND COMMON BUDGETARY FRAMEWORK

Template 1 B

RESULTS GROUP 2017 JOINT WORKPLAN *(reporting)*

Results Group: *Name of Results Groups* **OSP Outcomes:** *Name OSP outcomes this group contributes to* **AWP duration:** *from mm/yyyy to mm/yyyy*

UN lead agencies: **UN participating agencies:** **Government counterparts:** **Civil society partners:** **Development partners:** **Other partners:**	Total estimated budget (USD)*: Out of which: 1. Regular (USD): 2. Other Secured (USD): 3. To be mobilized (USD): * *Both direct prog. costs and indirect support costs*

OUTCOME 1.1. ***Outcome statement as shown in the OSP***		
Results Group Outputs *(Suggest to keep the number of outputs to a minimum as possible)*	**Output Indicators, baselines, targets, MoVs** *(2 indicators per output at max, 1 indicator can measure multiple outputs if relevant)*	**Gender Marker** *(GEN0, GEN1, GEN2a, or GEN2b)* **and Justification**
Output 1.1.1 *Output Statement* *An indication on how the output is associated with the outcome and contributes to achievement of the outcome.*	Indicator RG1/1.1.a: Baselines (2016): Targets (2017): MoVs: *Actual (2017):* 'Indicator RG1/1.1.b: Baselines (2016): Targets (2017): MoVs: *Actual (2017):* 'Indicator RG1/1.1.c: Baselines (2016): Targets (2017): MoVs: *Actual (2017):*	
Output 1.1.2. *Output Statement* *An indication on how the output is associated with the outcome and contributes to achievement of the outcome.*		

Outputs	**2017 Expected Results** *(specific annual results the results group wants to achieve)*	**2017 Actual Results** *(specific annual results achieved by the results group)*
Output 1.1.1: *Output Statement*	Expected Result 1:	Actual Result 1:
	Expected Result 2	Actual Result 2
Output 1.1.2: *Output Statement*	Expected Result 1:	Actual Result 1:
	Expected Result 2	Actual Result 2

Template 2 B

RESULTS GROUP 2017 COMMON BUDGETARY FRAMEWORK *(reporting)*

Results Group: *Name of Results Groups*
OSP Outcomes: *Name OSP outcomes this group contributes to*
AWP duration: *from mm/yyyy to mm/yyyy*

UN AGENCIES	OUTCOMES, OUTPUTS	ESTIMATED BUDGET (USD)				TOTAL EXPENDITURE IN 2017
		Total	Regular	Other Secured	To be mobilized	
FAO	Outcome 1.1					
	Output 1.1.1					
	Output 1.1.2					
	Outcome 1.2					
	Output 1.2.1					
	Output 1.2.2					
ILO	Outcome 1.1					
	Output 1.1.1					
	Output 1.1.2					
UNDP	Outcome 1.1					
	Output 1.1.1					
	Output 1.1.2					
UNFPA	Outcome 1.1					
	Output 1.1.1					
	Output 1.1.2					
.....	Outcome 1.1					
	Output 1.1.1					
	Output 1.1.2					

ANNEX V: RG ANNUAL RESULTS REPORT

Template 3. Results Group Annual Results Report

UN Results Group: …….
One Strategic Plan Outcome(s): …….

1. Context and relevance *(max. 1 page)*

Based on the outcome and output **rationale** (as stated in the 2017-2021 One Strategic Plan Results Matrix and 2017 RG Annual Workplan), answer the following questions:

- Were there any major **changes in social, economic, political and legal/administrative conditions** in the country during 2017 relevant to the concerned programmatic area? If so, enumerate.
- Were there any **new developments** related to major national strategies, policy initiatives, legislative reforms, budget decisions, international normative treaties and national reports to treaty bodies (e.g. CRC, CEDAW, UNFCCC, etc)? If so, enumerate.
- Did the above-mentioned changes and developments affect, positively or negatively, the **assumptions** for the One Strategic Plan Outcomes and Outputs? If so, how?

2. Contribution Stories (*max. 1 page per story*)

Please develop contribution stories that illustrate most important results achieved during the year. Follow the below structure:

- **Title**: written in the style of a newspaper headline this should succinctly capture the change
- **Issue**: what was the challenge you are trying to solve, who does it involve and why is it important?
- **Action**: What actions did you take? (including any challenges that were encountered and how you overcame them)
- **Change**: what difference did it make?
- **Graphic support**: graphs, pictures, link to video, other means used for M&E purposes, linkages to webpage where relevant information can be found, etc.

As much as possible, contribution stories should highlight:
- The role of coordination among UN agencies and between UN and national counterparts.
- Incorporation of cross-cutting issues

3. Lesson Learned / Way Forward (*max. 1 page*)

The DaO experience in Viet Nam constitutes a global reference for DaO implementation and serves as inspiration for many UNCTs. The One UN Annual Results Report is therefore an opportunity to share what worked and why (good or promising practices) and what did not work and has been or will be adjusted along the way (lessons learned?) presented in a way that others can apply it to their respective circumstances.

Please refer to your experience in:
  - jointly providing policy advice and advocacy
  - jointly reaching vulnerable and disadvantaged groups
  - incorporating cross-cutting approaches
- What were the major areas of **success** as well as **challenges** faced?
- What did you **learn** from them and what could be done or will be done **differently**?

Note that the Lesson Learned / Way Forward chapter is addressing more macro-oriented and generic issues rather than specific and technical issues experienced at output level.

ANNEX VI: GENDER MARKER SYSTEM FOR OSP 2017 – 2021 RESULTS GROUP WORKPLAN

Marker Coding	Definition	Examples
GEN 0:	**Outputs that are <u>not</u> expected to contribute to gender equality/women's empowerment** There is no consideration of gender equality issues and there are no results relating to gender equality or women's empowerment / rights	▪ HIV responses are integrated into poverty reduction strategies. [**Motivation for rating**: The planned activities that make up this output do not take the different needs and interests of women and men into account. Activities are planned in a way that assumes that services "for people" will meet the needs of everyone.] ▪ Support development of standards for manufacturing and quality assurance of biological and medicines used in livestock including prevention of misuse. [**Motivation for rating**: Gender inequalities are not relevant to this specific area of programming]
GEN 1	**Outputs that will contribute in <u>a limited way</u> to gender equality/women's empowerment** There is limited consideration of gender equality/women's empowerment. For example, there may be a gender analysis or some collection/analysis of sex-disaggregated data, but no or limited gender equality results (minor to the overall objectives of the initiative).	▪ New systems and procedures are established to enhance efficiency and transparency in public service. [**Motivation for rating:** The main objective of most of the activities that constitute this output is to promote government accountability and transparency in public service. One or two of the activities will focus on promoting gender equality, for example, by organizing a training to share information with women organizations. If promoting gender equality is a secondary objective of the output (for instance, ensuring that these new systems and procedures target both women and men equally, such as by establishing some mechanism to strengthen the interface between women's organizations and the government, or by promoting the active participation of women in ensuring transparency), the output could be marked 2.] ▪ Support business registration of 5000 small and medium enterprises (women and men owners). [**Motivation for rating**: This output does not take the different needs and challenges of women and men enterprise owners into account.]

Marker Coding	Definition	Examples
GEN 2a	**Gender equality/women's empowerment is a <u>significant</u> objective of the output.** These are usually considered gender equality 'mainstreamed' initiatives or initiatives that make a substantial contribution to gender equality/women's empowerment. There is at least one high-level result related to gender equality placed at the outcome rather than output level. Criteria that must be met to be given this code can include: • gender analysis has been done; • gender analysis has informed the results; There are explicit high-level results that narrow gender inequalities or support the rights of women and girls.	▪ Climate change mitigation and adaptation policies and programmes are developed [**Motivation for rating**: Developing climate change mitigation and adaptation policies is the principal objective of this output. Ensuring that these policies and programmes reflect women's concerns and interests is a secondary objective of the output. Activities that constitute this output will reflect gender-responsive policy and technical advisory services based on gender analysis. Furthermore, women's local knowledge on climate change mitigation and adaptation will be collected and used.] ▪ A handbook for political parties is developed. [**Motivation for rating**: The entire knowledge product will reflect gender analysis and sex-disaggregated data. The handbook will also provide many relevant examples on how to make political parties more accessible and accountable to women.] ▪ Post-crisis community security and cohesion is restored. [**Motivation for rating**: Restoring security and cohesion for the whole community is the principal objective of the project. A secondary objective of the project is to ensure that women benefit from the project, survivors of gender-based violence are reintegrated into their families and communities, etc.] ▪ Aid coordination mechanisms are set up in such a way that women and men co-design and benefit equally from recovery programming. [**Motivation for rating:** The main objective of the project is to establish aid coordination mechanisms. Consultative processes to engage women in the deliberations will be facilitated and their needs will be directly included in these mechanisms.]
GEN 2b	**Gender equality/women's empowerment is a <u>principal</u> objective of the output** Gender equality objectives are the primary intended result(s) of the unit of analysis. Narrowing gender inequalities, transforming gender norms, or strengthening the empowerment of women and girls is the main reason the initiative is being undertaken. A key question is: would the activity have been undertaken without this gender equality objective?	▪ A resource guide on gender and climate change is developed. [**Motivation for rating**: Analyses the differential impacts of climate change on women and girls, and ensures that climate change policies are gender-responsive] ▪ A gender-based violence resource centre is established. [**Motivation for rating:** Provides support to survivors of gender-based violence; increased awareness, advocacy for reduction of gender-based violence.] ▪ Business management skills of local women's producer groups . [**Motivation for rating:** Promotes women's entrepreneurship] ▪ Legislative quotas put in place to increase women's representation in parliament. [**Motivation for rating:** Enhances women's political participation]

Note:

1) In order to be coded significant (GEM2a), the initiative should include a clear gender analysis and there should be evidence that has this analysis has influenced the design of the initiative.

2) The result groups should justify their rating. Justifications can be short (a simple sentence or two). However, it is important for the RGs to get into the habit of noting why they allocated a specific code. This encourages consistency and accountability.

ANNEX VII. LIST OF M&E FOCAL PERSONS BY RESULTS GROUP

No.	Results Groups	M&E Focal Persons from Monitoring for Strategic Results (MSR) WG
1	Inclusive Social Services	1. Mr. Nguyen Xuan Hong, M&E Officer (UNFPA), hong@unfpa.org 2. Ms. Nguyen Bui Linh, RBM Specialist (RCO), nguyen.bui.linh@one.un.org
2	DRR & Resilience	1. Ms. Tran My Hanh, M&E Officer (UNDP), tran.my.hanh@undp.org 2. Ms. Vu Hong Hanh, NUNV Monitoring Specialist (RCO), vu.hong.hanh@one.un.org
3	Climate Change & Environnent	1. Ms. Nguyen Quynh Trang, Planning, Monitoring and Evaluation Specialist (UNICEF), mailto:nqtrang@unicef.org 2. Mr. Nguyen Ngoc Trieu (ILO), trieu@ilo.org
4	Inclusive Growth and Social Protection	1. Mr. Vu Manh Hong, Chief of PM&E Section (UNICEF), vmhong@unicef.org 2. Ms. Nguyen Bui Linh, RBM Specialist (RCO), nguyen.bui.linh@one.un.org
5	Governance & Justice	1. Ms. Tran My Hanh, M&E Officer (UNDP), tran.my.hanh@undp.org 2. Ms. Nguyen Bui Linh, RBM Specialist (RCO), nguyen.bui.linh@one.un.org