



RCAR 2006 - Nicaragua

The political scene in 2006 has been characterized by national elections (presidential, parliamentary and the Central American Parliament), which took place 5 November. The Frente Sandinista de Liberación Nacional (Sandinista party, FSLN) won a narrow victory with 38% of the vote, reinstating Mr. José Daniel Ortega Saavedra as president on 10 January 2007. International election observers of the European Union coincided that the election process was conducted in an orderly and transparent manner with an estimated turn out of 79%. Reforms of the electoral law have been identified as key to ensure efficient and fair multi-party elections. The de-politicization of election institutions has also been recommended as an important step towards further modernizing the democratic process.

The change in government has strengthened the regional ties with Venezuela and Bolivia. It is also worth noting that the government has signed a memorandum of understanding with Iran on a cooperation issues such as energy, commerce, and infrastructure. The new government has furthermore stated its commitment to promote the mayor project of constructing an inter-oceanic canal, complementary to the Panamá Canal. This project will have a profound impact in the region, if realized.

Influenced by religious groups, the Executive and Legislative fast-tracked reforms of the Penal Code in the height of the election campaign with the objective to eliminate the legal figure of "therapeutic abortion". This decision was fiercely contested by the professional medical community and women rights groups. A broad coalition of diplomatic representations in Nicaragua, particularly members of the European Union, and the UNCT, including the Special Rapporteur of the Commission on Human Rights on the right of everyone to the enjoyment of the highest attainable standard of physical and mental health, likewise suggested, in an open-letter to the Parliament, postponing the decision to reform the law until after the elections and allowing time for a broad dialogue and scientific hearings on this important health issue. Nonwithstanding, under strong political pressure exerted by the political pact between leaders of FSLN and the liberal Partido Liberal Constitucionalista (PLC), a unanimous Parliament approved the reform in October. Subsequently, various human rights groups have presented legal appeals (amparos) to the Supreme Court of Justice, claiming that the reform violates the Constitution, basic human rights, and other health related national legislation. From a human rights perspective, a key challenge is to re-introduce the right to "therapeutic abortion" in the formulation of a new Penal Code, which currently is underway.

General macroeconomic stability has been maintained, notwithstanding the challenging circumstances of an election year. However, progress on structural reforms has been slow and effected by the political situation. Economic growth has been positive at an estimated 3.7%, inflation remains single digit around 9%; the overall external position has been strengthened with exports reaching record levels of US\$1bn, while gross international reserves have increased to US\$924m, according to preliminary data. However, significant balance-of-payment disequilibriums persist as indicated by the current account deficit of 16% of GDP. Albeit an election year, the government has sustained fiscal austerity, including a firm position with respect to pressures for higher public sector wages and subsidies. This position triggered a 6 month strike in the health sector, as health personnel demanded higher wages. The stand-off triggered, among others, set-backs in vaccination campaigns and negative trends in maternal mortality rates. On this background, the UNCT published a statement expressing concern over the profound impact of the strike on the population and the right to health services.

The general achievement of key MDG indicators continues to be cause of concern. Despite a sustained rise in poverty-related spending, the recently published preliminary poverty data show an increase in poverty from 45.8% to 46.2% between 2001 and 2005. It underlines the importance of analyzing the benefit incidence of public expenditures and quality aspects of public service delivery. The poverty data have furthermore been subject of critical technical controversy and the final official figures have yet to be published. In addition, according to official figures, Nicaragua has the lowest prevalence of HIV/AIDS in Central America. However, the annual rate of new HIV infections has tripled in the last five years from 2.52 per 100,000 in 2000 to 7.66 per 100,000 persons in 2005; particularly women and adolescents have experienced a high relative increase in HIV rates.

The recently released Census 2005 data show an average annual population growth of 1.7% in the 1995-2005 period compared to 3.5% in 1971-1995, reflecting a dramatic acceleration of the Nicaraguan demographic transition. The population growth is significantly lower than the growth predicted by the 2003 population projections, which were based on historic trends of the Census 1995 and certain demographic assumptions. Since the official population growth rates have used a denominator based on overestimated projections, public service coverage rates and the achievement of MDGs have been under-estimated in the last decade. Current revisions of the vital statistics, based on the Census 2005 data, will thus introduce significant adjustments in key MDG indicators and the national accounts, e.g. the GDP per capita will be adjusted from US\$850 to US\$1,030 (2005), according to preliminary estimates.

Summary on progress in UN Reform

The CCA preparation, conducted during 2006, has been an important process towards enhancing the engagement off UN agencies, resident as well

as non-resident, in the UN reform. The UNCT has been actively engaged in all aspects of the CCA process and has seized the opportunity to promote four overall objectives: i) prepare a high-quality CCA based on Human Rights Based Approach (HRBA), gender mainstreaming and early warning/conflict prevention measures; ii) strengthen the corporate team spirit among staff at all levels and between agencies through participatory approaches and global staff meetings; iii) upgrade staff skills in the application of the HRBA and gender mainstreaming through trainings and capacity development activities; and iv) actively develop and strengthen partnerships among key allies through a series of innovative dialogue processes (conversatorios) among: government (Central, Regional and Municipal), political parties, civil society, private sector, the religious community, academic institutions, donors and other strategic partners. While this approach proved heavy in relation to process and coordination, the positive externalities and spin-offs have been significant in terms of inducing a deepening of the corporate team spirit and bringing the agencies closer together in the discussions of the development challenges. It must also be mentioned that these achievements were facilitated by a series of inter-agency management mechanisms: e.g. CCA Secretariat guiding the CCA process; Thematic Groups in charge of preparing CCA draft; Technical Task Forces supporting the above-mentioned dialogue process.

The 2006 was an election year in Nicaragua and the UNCT promoted a series of activities "politicizing the MDGs", i.e. aimed at achieving ownership and political will among the presidential candidates and their respective technical and political teams. UN sector expertise and technical assistance on MDG issues were made available upon demand to the political parties. On this background, selected UN sector experts were organized in an ad hoc task force with the objective to respond to particular demands and prepare technical documentation and briefings. The specific demands for policy advice were discussed, assessed and coordinated on an ongoing basis by the UNCT. This approach was an essential factor to ensure that agencies coordinated their work within a coherent system. It also demonstrated the scope of capacity that the UN can offer if it succeeds in working together instead of competing in the upstream policy dialogue. In addition, culturally and gender sensitive MDG icons were developed in the framework of the ongoing MDG communication campaign and they will be used by all agencies in their MDG advocacy efforts.

Albeit programme coordination takes place among the UN agencies, there is still room for improvement in terms of developing joint programs (JP). Some of the key issues slowing the process down have been the JP administrative schemes, incentive structures, insufficient knowledge on behalf of staff of JP tools, and cost-recovery issues. However, during 2006 the UNCT has designed a mayor MDG Quick-Win campaign directed towards fighting hunger and poverty in 51 municipalities. It will be converted into a JP during 2007 (see below). It is also important to mention that this campaign is fully aligned with the priorities of the new government, which will launch a national initiative to reduce hunger concentrated in the above-mentioned 51 municipalities identified by the UNCT.

The UNCT has been further strengthened to manage security issues and emergencies through the deployment of an international DSS officer and a national OCHA program advisor. The UNWTO also initiated activities in Nicaragua, coordinated by a project officer.

UNETE presented an Interagency Avian Flu Contingency Plan and has provided support to the ongoing efforts of the Government to prepare a National Avian Flu Contingency Plan. The Gender Theme Group provided substantial inputs to mainstream gender issues in the CCA process as well as to the preparation of the 37th session of the Committee of the CEDAW, including the formulation of a UNCT Confidential Report on the CEDAW compliance. The progress in the use of common services has experienced a slump. However, with the objective to reinvigorate the Operational Management Team (OMT), a Common Service workshop was organized in September with the support of the Common Service Initiative, resulting in the formulation of a workplan. The macro-assessment in the framework of the Harmonized Approach to Cash Transfers (HACT) has been concluded and the roll-out of micro-assessments will be initiated as planned during 2007. The UNAIDS and the HIV/AIDS thematic group contributed to the formulation of the National Policy on HIV/AIDS and its corresponding Strategic Plan.

As a push to strengthen the UN's support to capacity development activities, the alliance with the Global Development Learning Network (GDLN) and the World Bank has been consolidated. The UN agencies have used the facilities to organize distance learning activities. The GDLN is a central component in the efforts of the UNCT to enhance the scope and supply of capacity development activities to counterparts and allies.

Nicaragua has been a leading country in Latin America in the promotion of the Paris Declaration on Aid Effectiveness (PD) agenda. The country has hosted an OECD mission to pilot the PD survey in Nicaragua in April and lead a study on the experience of harmonization and alignment of regional cooperation, which was presented in the Central American Forum on Harmonization and Alignment in Vienna in May. The Government also organized a preparatory meeting in Managua to discuss the position of Latin American countries on the Accra 2008 High-Level Forum on Aid Harmonization. The country has continued its active engagement as a Partner Country in the Working Group on Aid Effectiveness in the framework of OECD-DAC. These activities have been supported by the UNCT and UNDP/HQ with financial resources and technical assistance.

The UN has played a key role in the Donor-Government Coordination Group on the follow-up on H&A, which has included support to the preparation of the PD survey process, establishment of a baseline for the National Plan on Harmonization and Alignment, and the organization of the V Forum on Donor Coordination. The UNCT handed in a consolidated reply to the PD survey. Results emerging from the survey demonstrate that the UN has a relatively high number of missions in comparison to other donors. It is among others a result of diverging interpretations among the respondents of the survey on this particular PD indicator and due to the nature of UN technical cooperation, which tends to include visits of experts.

The members of the UNCT have also participated actively in general coordination initiatives, e.g. as members of sector roundtables and in providing technical support to the roundtable discussions and assuming co-liaison functions of Roundtables (Governance, Social Protection and Sub-roundtable of Justice). The Office of the Resident Coordinator has consolidated its position as acting Secretariat of the high-level Global and Donor Roundtables, respectively. The secretariat service is also provided to a small contact group, the Quintet (Quinteto), which supports the presidency of the Donor Roundtable. This position is time-consuming but has placed the UN in a unique position to influence and support the overall development agenda and the donor coordination efforts.

Note: The Quintet is a high-level consultative organ under the Donor Roundtable, integrating: Sweden (presidency), Japan (vice-presidency), European Commission, Canada, and the World Bank.

Key aspects of the proposed 2007 workplan

The formulation of the UNDAF (2008-2012) with the new authorities is a key objective in 2007. The UNCT will continue its direct involvement in the planning and implementation of the activities leading to a UNDAF document based on the principles of the UNDG Action Plan on the Development

Outcome of the World Summit. Efforts will continue to engage non-resident agencies and deepen the coordination of programmatic interventions among agencies. It is contemplated to place particular emphasis on strengthening the national capacity to reach the most poor and marginalized populations, in particular indigenous communities; and to concentrate interventions on the Caribbean Coast. The UNCT will also actively promote a close coordination of the preparation of the Country Programme Documents (CPDs) to ensure coherence with the UNDAF Results Matrix and the UNCT workplan priorities.

The UNCT participates in the Capacity Development Country Review organized by the Department of Economic and Social Affairs in the framework of the Triennial Comprehensive Policy Review 2007. The lessons from this exercise will be used to complement the CPDs, generate consolidated knowledge of UN capacity development efforts and mainstream the concept in the general program planning. In addition, the UNCT will provide support to a possible formulation of national capacity development plans, as a measure to improve the government's coordination of technical cooperation. Capacity development activities will moreover be further promoted by the UNCT through the inauguration of a new and expanded GDLN, which will facilitate more access to capacity development services to the government on all levels, civil society organizations, and education institutions, among others.

Priority will also be given to the continued effort to enhance the use of the Human Rights Based Approach in Programming, including gender mainstreaming, among all UN agencies, complemented by the development of joint activities directed towards strengthening the Human Rights System with Action2 resources. In this context, support will moreover be extended to assist the Unit of Follow-up on International Treaties of the Ministry of Foreign Affairs to complete the series of pending reports (currently twelve) to the UN Treaty Bodies, follow-up on Committee recommendations and increase knowledge on the human rights instruments in general among public sector institutions.

Special emphasis will be given to implement the MDG Program to reduce hunger and poverty in 51 municipalities in order to achieve tangible coordination results at local level. A specialized MDG Unit, under the supervision of the Resident Coordinator and the UNCT, will coordinate the inter-agency efforts and facilitate the transition towards the preparation of a joint program, as well as strengthen the coherence of the general inter-agency efforts to achieve the MDG at local level. The UNCT is in the process of hiring experienced human resources to manage this key MDG Unit, which will require additional resources for the Office of the Resident Coordinator.

The UNCT will continue its support to developing Sector Wide Approaches as a modality of coordination of the sector dialogue, aligning to national priorities and harmonizing monitoring and evaluation procedures. The UNCT will moreover continue its active engagement in supporting the Secretariat function of the Donor and Global Roundtables, respectively. The support to the government-donor H&A group and the government's role in the Working Party on Aid Effectiveness will likewise be maintained along with the active participation in the Aid Effectiveness Community of Practitioners.

To advance in the operational changes in the framework of the UNDG follow-up to the Paris High-Level Forum on Aid Effectiveness, the inter-agency group in H&A and the OMT will devote particular efforts to following areas:

- Synchronize the UNDAF M&E framework with the government's M&E processes, the Budget Support Group's Mid-Term and Annual Review process and other sector reviews in the framework of the sector roundtables.
- Cash transfer procedures are harmonized among agencies and the financial planning cycle is synchronized with the budget planning process.
- Review possibilities of increasing UN aid predictability and medium-term financial commitments

Despite efforts to improve aid effectiveness and coordination mechanisms in Nicaragua, e.g. through sector roundtables, it is necessary to further enhance the application of aid effectiveness principles among donors and government counterparts. The UNCT will thus engage and take a leading role in the formation of the coordination mechanism to gradually achieve a "Joint Assistance Strategy" as an instrument to improve overall donor coordination, aid effectiveness principles and improve the division of labour among donors.

Recommendations

A frequent observation on the obstacles of inter-agency coordination is that staff consider it as secondary tasks relative to the agency responsibilities. The incentives from the global and regional levels for active engagement are weak and main criteria for personal evaluation are concentrated on agency specific responsibilities. On this background, the UNCT decided to issue a memo in March 2006 requesting that inter-agency work must be included as an integral part of staff workplans and end-year evaluations. Compliance with this policy decision must be monitored closely, e.g. ensuring that new RCA/PERs etc. incorporate this request.

It is also considered important to strengthen trickle-down processes to UNCTs of UNDG policy and plans, i.e. all UNDG policy must be distributed to the RC as well as be channeled to each UNDG-member representative at national level through the respective HQs. In addition, clear instructions on obligations and compliance with UNDG norms and standards as well as the introduction of the necessary incentive systems to achieve reform goals must be emphasized, including converting UNDG policy and guidelines automatically into agency policy and guidelines in order to avoid duplication and confusion. Particular emphasis must be devoted to include instructions to all UNDG members on how to enhance the use of national systems, i.e. synchronize program planning with national budget planning cycle; ii) adopt national reporting formats; iii) use national systems for monitoring and evaluation.

2006 Resident Coordinator Annual Report



RCAR 2006 - Nicaragua

2006 Results and Use of Funds											
Key Results Area	Expected Outputs	Performance Indicators	Actual Outputs at Year End	Funds required/spent at Year End							
				SRC		Trans Fund		UN Agencies		Other	
				Req	Spt	Req	Spt	Req	Spt	Req	Spt
Progress towards UNDAF Outcomes											
CCA/UNDAF formulated in close collaboration with government counterparts and the civil society which includes a human rights-based approach to programming, gender mainstreaming and adopts diverse conflict preventive measures.	CCA formulated in close collaboration with government counterparts, main political parties and actors, civil society, donor community and all stakeholders, focusing on a HRB approach to context analysis and existing documents and development plans (PRSP II, CAS, etc).	A broad consensus with stakeholders, political parties, civil society, government and donor community is reached highlighting which priorities the UN System will consider for the next programming cycle. A minimum of three joint retreats is expected.	<p>1. CCA formulated through the coordination and guidance of an Interagency Technical Secretariat, including the organization of trainings, retreats and global staff meetings.</p> <p>2. Links with CCA and World Bank Country Assistance Strategy and IDB Country Strategy developed. A formal agreement with WB/IDB is currently being discussed for a shared results matrix.</p> <p>3. The UNCT trained in Human Rights Based Approach (HRBA), gender mainstreaming and conflict prevention. Staff trained in general HRBA principles by an OHCHR expert mission; HRBA and</p>	\$15,000.00	\$5,313.89		\$3,895.03	\$40,000.00			

<p>revision of MDG-based national development strategies</p>	<p>input to the new government's – assumes power January 2007 – revision of MDG-based national development strategies and to the possible preparation of a joint donor Country Assistance Strategy.</p>	<p>recommendations. - Outline of joint Country Assistance Strategy formulated.</p>	<p>2. Donor Declaration negotiated with the political parties in the framework of the national elections and a joint donor-political parties agenda also negotiated. The draft Declaration was negotiated with the National Assembly, but, based a recommendation of the Donor Roundtable, the act of signing the document will be with the newly elected parliament.</p>								
<p>Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Advocacy</p>	<p>The population informed on the MDGs through the implementation of a Social Communication Strategy and the follow-up of the 1st Forum on the MDGs in collaboration with the Government, donors and civil society, and the celebration of UN days.</p>	<p>- MDG media insert prepared and distributed widely among the population of all ages. March 2006 - MDG media campaign (TV and radio) implemented at national and local level. May 2006. - Coordinated celebration of UN Days, including an MDG retinue in the Managua Carnival. Jan.-Dec. 06</p>	<p>1.1 The MDG publication has been prepared, but is pending massive distribution. 1.2 MDG communication strategy prepared and is under implementation. In addition, MDG icons have been developed. 1.3 Key UN Days celebrated and co-financed by the UN agencies, including the 16 days against violence campaign towards women. 2. Joint UNCT pronouncements on current issues support the corporate position and image of the UN. Three joint UNCT pronouncements were prepared (Health sector strike, Census and obstetric emergencies). 3. The Global Compact was launched among private sector enterprises as part of a strategy strengthen UNCT links with the private sector and</p>	<p>\$8,000.00</p>	<p>\$13,181.50</p>			<p>\$31,273.00</p>	<p>\$54,752.63</p>		

			advocate for the MDGs. The initiative is pending formal adherence by private sector companies.								
Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Advocacy	Journalist community motivated to report on democratic and governance issues from a human rights perspective through the participation in the Pedro Joaquin Chamorro Excellence in Journalism Award.	Quality of submitted journalistic pieces.	In total 38 pieces, including written, radio and TV.	\$12,000.00	\$10,696.90						
Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Dialogue/Participation	Through trainings and work sessions, the Government and civil society organizations participate in the development of the CCA.	# of training and work sessions with counterparts and stakeholders.	An estimated 20 dialogue meetings (conversatorios) were implemented, which provided important inputs to the CCA and strengthened alliances. Support to the design of these dialogue processes was provided by the Dialogos Democraticos project. These included the Government (national, regional and municipal), political parties, civil society organizations, the private sector, religious community, academic institutions, donors, among others.	\$6,000.00	\$13,629.22			\$20,000.00	\$33,000.00		
Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Coordination	<ul style="list-style-type: none"> - The possibility of developing a Joint Country Strategy among donors is evaluated. - The dialogue on donor harmonization strengthened as sector roundtables, the Global Roundtable and Donor Roundtable, respectively, operate with improved coordination measures. -Donor harmonization and alignment to government's gender priorities is further strengthened through the Amplified Inter- 	<ul style="list-style-type: none"> - Review of discussions in Donor Roundtable. - Sector Roundtable progress reports presented to the Global Roundtable and the Donor Roundtable. -TOR's formulated and approved. -Improved minutes including concrete follow-up of activities in place. -Matrix of present and future interventions of UN System and donor 	<ol style="list-style-type: none"> 1. A first work session was held with positive conclusions. Initiative will be followed-up in 2007, according to demand within the Donor Roundtable. 2. The UN's strategic Secretariat position in Donor/Global roundtables, as well as Quintet, consolidated. The Secretariat participates in meetings in the Budget Support Group. 3.1 Sector Roundtable donor liaison function regulated and regular progress reports 	\$7,000.00	\$7,000.00			\$20,000.00			

	<p>agency Gender Commission and coordination of Commission members' participation in the sector roundtables.</p> <p>- UN agencies participate in the sector roundtables and support the development and implementation of SWAps and other new funding modalities.</p> <p>- UN studies and reports accessible to the public through the Information Center for Development (ICD); supported jointly among the UN, the World Bank, DfID, and Canada.</p>	<p>community in support of the National Program for Gender Equity (NPGE)</p> <p>- Number of UN agencies supporting SWAps, including basket funding mechanisms.</p> <p>- Number of visits to ICD.</p>	<p>submitted. 3.2 Sector Roundtable Coordinators and liaisons ToR formulated and approved. 3.3 Improved minutes, including concrete follow-up of activities in place through Secretariat function in the Global/Donor Roundtables.</p> <p>4. Draft matrix prepared; but pending inclusion of all donors.</p> <p>5. UNICEF, UNFPA and WHO-PAHO support health sector SWAp (UNFPA is furthermore contributing to the basket fund mechanism). UNICEF has signed the Code of Conduct for a SWAp in the Water sector.</p> <p>6. UN publications available and support provided to Development Dialogues.</p>								
<p>Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Technical assistance</p>	<p>1. The Global Roundtable facilitates the dialogue between the Government and the donor community and is a forum for follow-up on the progress of the implementation of the National Development Plan (PRSP II), MDGs and the National Plan for H&A, with support from the UN system.</p> <p>2. H&A monitoring mechanisms are strengthened through the elaboration of progress reports on the implementation of the National Plan for</p>	<p>1. Quality of the debates in the Global Roundtable.</p> <p>2. a) Progress reports on the implementation of the PRSP II and the National Plan of H&A presented with support from the UN. b) Number of decisions acted upon at the Global Roundtable.</p> <p>3. a) Annual Work Plan progress report from the Inter-agency Gender Committee (IGC). b) An IGC task force appointed to</p>	<p>1. Regular presentations in the Donor/Global Roundtable. Through the Donor/Global Roundtables' Secretariat position, the UNCT supports the dialogue and follow-up on the progress of the implementation of the National Development Plan (PRSP II), MDGs and the National Plan for H&A.</p> <p>UNCT positioned in the H&A debate, especially through: 2.1 OCR contributed to the organization of the OECD-DAC mission to</p>	\$15,000.00	\$11,241.61		\$8,947.35	\$20,000.00	\$87,106.62		\$5,500.00

<p>H&A.</p> <p>3. Gender mainstreaming is included in policy agendas and public policy with support from the Inter-agency Gender Committee (ICG), in particular for the formulation of a national gender equity policy, the implementation of the National Program for Gender Equity (NPGE) and support to strengthen the technical and political structures of the National Council of Women and planning capacities of the Nicaraguan Institute of Women (INIM).</p> <p>4. The Global Development Learning Network (GDLN) center facilitates trainings and capacity building of counterparts.</p>	<p>assist INIM with an NPGE action plan. c) A NPGE action plan with HRBA. c) An IGC task force appointed to assist INIM with the formulation of gender policy. d) A human rights-based approach gender national policy.</p> <p>4. Number of trainings and financial sustainability of the GDLN.</p>	<p>pilot the PD Questionnaire and six agencies filled out the questionnaire and a consolidated version was forwarded to OECD. 2.2 The UN provided assistance to the preparation of the V Forum and the preparation of a study on lessons learned of H&A in Nicaragua. 2.3 The ORC provided support to the preparation of the Special Forum on Aid Harmonization in Vienna in April and the preparatory regional meeting in Managua for the regional Forum on H&A en Bolivia. 2.4 Declaration formulated; pending approval.</p> <p>3.1 Progress report completed. 3.2 Completed; operational plan is currently formulated. 3.3 The action plan is currently being formulated by the government, and is being co-financed by the UN. Technical support will be provided throughout the formulation during 2007. 3.4 The formulation of a gender policy is on stand-by.</p> <p>4. Plans for the expansion of the GDLN facilities approved and inauguration expected in February 2007.</p> <p>Additional Outputs:</p> <p>5. OHCHR approved</p>									
---	---	--	--	--	--	--	--	--	--	--	--

			<p>UNCT application for Action 2, aimed at strengthening the Human Rights System through support to the Ministry of Foreign Affairs' Inter-institutional coordination mechanism for reporting to the UN Treaty Bodies. Action 2 approved US\$60,000 and a Human Rights Advisor; the latter is pending UNCT final approval. The preparation of pending periodic reports by the MFA mechanism is in progress; to be supported under Action 2 during 2007.</p> <p>6. The UNCT has contributed to end the strike in the health sector through the technical support to the revision of the Law on the Health Career System. A Law proposal has been presented to the National Assembly.</p> <p>7. The inter-institutional Child Friendly and Healthy School initiative developed as a model in the national education system. 200 schools participating in the initiative.</p>							
Planned efforts to develop national capacities for management of the development process, e.g. SWAps, national systems, capacity assessments and measurement of results *	1. Government counterparts and UN staff with capacity to enhance the use of Results-based Management (RBM).	-Number of persons trained.	RBM training will be carried out during the UNDAF exercise in 2007.	\$3,000.00						
Planned efforts to develop national	2. Capacity assessment of financial	- CCA includes financial management	The CCA includes results of the macro	\$15,000.00						

capacities for management of the development process, e.g. SWAps, national systems, capacity assessments and measurement of results *	management systems included in the CCA	systems capacity assessment.	assessment. See "Planned efforts to support implementation of the harmonized approach to cash transfers".								
Planned efforts to develop national capacities for management of the development process, e.g. SWAps, national systems, capacity assessments and measurement of results *	3. UN staff and key counterparts trained in DevInfo for MDG and UNDAF monitoring.	-Number of persons trained.	Four persons.	\$3,000.00							
Planned efforts to develop national capacities for management of the development process, e.g. SWAps, national systems, capacity assessments and measurement of results *	4.The UN System continues to provide coordinated support to the Census and strengthening of the National Institute of Statistics and Census, including the DevInfo unit. (UNFPA and UNDP) 5.The UN coordinates its support to the Gender-focused Indicator System (GFIS) of the National Institute of Statistics and Census through the Inter-agency Gender Committee and promotes the use of gender sensitive indicators for MDG and UNDAF monitoring.	4. and 5. The DevInfo and GFIS as a main source of information for the CCA analysis and public sector institutions.	A joint UN statistical database prepared and included as Annex in the CCA. The Inter-agency Gender Committee coordinated trainings with UN System regional experts for the use of gender-sensitive analysis in the CCA. Furthermore, it prepared guidelines and a gender and human rights analysis matrix, which included key gender-specific indicators available in the GFIS according to each MDG, economic and governance areas covered by the CCA.					\$275,386.00	\$275,386.00	\$50,305.00	\$50,305.00
Planned efforts to develop national capacities for management of the development process, e.g. SWAps, national systems, capacity assessments and measurement of results *	6. The UN participates in the development of a SWAp in support to the National Program for Gender Equity (NPGE).	- SWAp developed to implement NPGE.	3. The operational aspects of the NPGE are currently elaborated upon. The SWAp is pending the conclusion of this process. Currently, support for the NPGE is coordinated through the Inter-agency Gender Commission, composed of bilateral and multilateral donors, including the UN System who is								

			<p>presently presiding the Commission and serves as Technical Secretariat to the group.</p> <p>The support and financing for the formulation of the NPGE, its action plan (underway) and the NPGE dissemination plan was coordinated through the Commission. Presently, the Commission is mapping its members interventions and funds in different NPGE strategic programme lines, as well as possible coordinations among donors and further funding. This will serve as framework for a future SWAp. The UN System is strategically positioned to further this agenda in 2007.</p>								
UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs *			N/A								
Planned initiatives for the implementation of "quick impact" interventions	Institutional arrangements prepared in place to start the field level phase of the national campaign to reduce hunger and malnutrition in 50 municipalities (UNCT joint program) (see above under "joint programs").	- 50 UNVs deployed in 50 municipalities. - Baseline on hunger and malnutrition in 50 municipalities prepared. - Hunger and malnutrition campaign converted into a joint program and signed among UNCT members. - 50 municipalities with signed MoUs	<ol style="list-style-type: none"> 1. Six Municipalities selected for Phase One. 2. 14 UNVs have been selected and have received basic training. 3. Baseline data prepared. 4. Preliminary design presented; will be completed in 2007. 				\$1,000,000.00	\$120,000.00			
UN plan to support the implementation of the			-								

Planned initiatives to move forward on common premises & services and cost sharing (including Joint Office initiative)	2. The OMT has formulated and implements an Annual Work Plan and members trained in UN Reform processes, including HACT.	- OMT Annual Work Plan. - OMT has received the Common Service Initiative workshop.	2.1 Work plan formulated. 2.2 Workshop completed.	\$1,000.00	\$6,275.63						
Planned efforts to support implementation of the harmonized approach to cash transfers *	The CCA includes a country financial accountability assessment and key UN staff manage the HACT content.	- The CCA includes a country financial accountability assessment. Dec.06 - Number of staff trained in HACT. June 06	1. The CCA includes results of the macro assessment. 2. Three persons trained (UNDP, UNICEF and UNFPA)				\$5,000.00				
Strengthened coordination capacity of the UNCT											
Considered staffing of RCS support	Planned minimum staffing: 1. Special Assistant to the RC. (funded: L.3 position Denmark) 2. Assistant to the RC Office. 3. Shared UNDP/ORC Communication Officer. 4. Shared UNDP/ORC Communication Assistant 5. Gender specialist. 6. External economic advisor. 7. Life and Health insurance for all SC/Fixed term contract holders. 8. Office miscellaneous	1. RCA 2006. 2. Performance evaluations. 3 RCA 2006. 4. Performance evaluations. 5. Progress reports and annual report. 6. Commissioned reports.	1. Completed. 2. Completed. 3. Completed. 4. Completed. 5. Completed. 6. Completed. 7. Covered. 8. Covered.	\$59,320.00	\$62,376.96		\$3,111.31		\$624.00		
Considered staffing of RCS support	Requested additional staffing (depending of available financial resources): (March-december 06) 9. Professional support to strengthen UN technical assistance to H&A processes. 10. Professional support to coordinate joint emergency response efforts and support UNETE.	9. Performance evaluations. 10. Performance evaluations.	10. Completed.	\$40,000.00	\$3,945.00						
Considered training and other measures including knowledge networking, and involvement of non-resident agencies in national strategic planning processes	Global Development Learning Network reaches financial sustainability and a principal platform for trainings and capacity building efforts.	GDLN financial sustainability.	1. Two events supported (emotional intelligence and CCA retreat).	\$28,150.00	\$650.00						

<p>Considered training and other measures including knowledge networking, and involvement of non-resident agencies in national strategic planning processes</p>	<p>UNCT with knowledge of: CCA/UNDAF; CCpp; HACT; HRBAP; Joint programs; Budget support and SWAP.</p>	<p>- Number of trainings and assistance of UNCT members.</p>	<p>2. Four UNCT CCA "retreats" concluded; three global staff meetings organized to present CCA process, Avian Flu preparedness and explain position on the reforms of the Penal Code (see Introductory Letter 2006). All UNCT members including non-resident agencies participated, as well as programme, communication and operation officers.</p> <p>Additional outputs:</p> <p>-Lessons learned of UN emergency coordination prepared and disseminated, and outline for contingency plan presented.</p> <p>-Preparation and dissemination of the UN Contingency Plan on a possible Influenza Pandemic. After its completion, the plan was presented and discussed at a Global Staff meeting.</p>		<p>\$657.58</p>						
<p>Considered training and other measures including knowledge networking, and involvement of non-resident agencies in national strategic planning processes</p>	<p>Non-resident agencies participating in the CCA process.</p>	<p>- Participating non-resident UN agencies in joint coordination meetings.</p>	<p>Non-resident agencies participated in Extended UNCT meetings and the CCA process: UNCDF, UNESCO, UNIFEM, ILO, IOM, UNWTO, OCHA, UNIDO, UNESCO, and UNV.</p> <p>Note: Online report has not been updated with the reviewed plan sent to DGO, that adjusted the plan according to total received funds. (161,000-SRC&UNCCF)</p>								
<p>TOTAL</p>				<p>\$140,000.00</p>	<p>\$14,000.00</p>	<p>\$21,000.00</p>	<p>\$20,953.69</p>	<p>\$1,406,659.00</p>	<p>\$740,869.63</p>	<p>\$50,305.00</p>	<p>\$55,805.00</p>



RCAR 2006 - Nicaragua

Coordination practices and procedures			Recommendations to DGO
CP	Results		
The UNCT continues to meet on a weekly basis.	<i>Transaction costs:</i>		
	<i>Achievements:</i>	The high meeting frequency of the UNCT has been an important component in establishing an environment of corporate team spirit and transparent dialogue among the agencies on recurrent as well as ad hoc themes. The value-added of this arrangement has furthermore been essential to promote joint decision-making and coordination of activities.	
	<i>Lessons learned:</i>		
Establishment of regular Global Staff meetings, which are usually led by all UNCT members, and staff of all levels, units and agencies, including non-resident agencies participate.	<i>Transaction costs:</i>		
	<i>Achievements:</i>	The practice of Global Staff Meetings has also proved an important tool to induce trickle-down effects of UN reform contents and break-down the invisible "barriers" among the agencies.	
	<i>Lessons learned:</i>		
The UNCT has promoted a proactive strategy in the support to donor coordination mechanisms such as the sector roundtables, including support functions such as secretariat and liaison.	<i>Transaction costs:</i>		
	<i>Achievements:</i>	It has proved an important element to improve the visibility of the UN, position the organization and the agencies in the H&A debate and donor coordination activities at the highest levels.	
	<i>Lessons learned:</i>	The process of preparing the PD survey results demonstrated that it is still necessary to increase awareness of H&A principles within the agencies as well as support a coherent UNCT interpretation of the PD survey indicators. Additionally, the actual changes in operational procedures and program management in the framework of the PD agenda have so far been modest, particularly in terms of adopting national systems and synchronizing to national processes (e.g. budget planning cycle and monitoring & evaluation processes). Such a shift must obviously be based on a solid analysis of national capacities vis-à-vis the provisions of individual agency programme manual obligations. A big challenge remains to synchronize changes in the operational modalities of the agencies given their fragmented governance structures. The experience clearly demonstrate that the success of donor coordination, UN inter-agency coordination and/or joint programs hinges on following criteria: i) political will among the UNCT, ii) a dedicated resource to coordination, drafting of documents, and follow-up on agreements, and iii) create incentives for UN staff to participate.	



RCAR 2006 - Nicaragua

2007 Workplan																
KEY RESULTS AREA	Expected Outputs	Perf. Indicators	Actual Outputs at Year End	Funds required/spent at Year End								Additional support needed from HQ or Regional Director's Team	Target Date			
				SRC		UNCCF		UN Agencies		Other			Q1	Q2	Q3	Q4
				Req	Spt	Req	Spt	Req	Spt	Req	Spt					
Coordination for Results																
UNCT Contribution to the National Development Plan/Poverty Reduction Strategy	UN support to formulation/implementation of relevant national strategies or plans e.g. JAS/NDP/PRSP	The Donor Roundtable has established a permanent coordination mechanism to gradually produce a Joint Assistance Strategy in close collaboration with the government.	# of meetings in the coordination mechanisms.				\$2,000.00							31/12/2007		
	UN plan to support the implementation of the UNDG Action Plan on the Development Outcome of the World Summit (MDG Action Plan) *	The UNDAF and UNCT CPDs incorporate MDG Action Plan Focus Areas 2-7.	UNDAF and CDP results matrixes with clear reference to the MDG Action Plan Focus Areas.										30/06/2007			
	UN support to capacity development strategies	Capacity Development Country Review concluded and capacity development efforts are mainstreamed in UNDAF and UNCT CPDs.	The Capacity Development Country Review approved by the UNCT and DESA.						\$10,000.00			Support from the Department of Economic and Social Affairs.	31/03/2007		31/12/2007	
	UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs *	N/A														
	Formulation/implementation of a transition plan or strategy	N/A														
Aid Coordination/Management/Paris Declaration	Planned efforts to making use of national systems in the areas such as programme/project reporting, PRS/sectoral monitoring and evaluation systems, annual PRS/sectoral performance reviews, national procurement systems, etc	Synchronization of UNDAF M&E framework with the Budget Support Group Mid-term and Annual Review and other sector reviews in the framework of the sector roundtables. UNDAF performance monitored	UNDAF M&E Plan DevInfo UNDAF database established.		\$71.78		\$4,928.22						31/03/2007		31/12/2007	

UN support to aid coordination/management	<p>through DevInfo.</p> <p>Synchronization of UNDAF M&E framework with the Budget Support Group Mid-term and Annual Review and other sector reviews in the framework of the sector roundtables.</p> <p>UNDAF performance monitored through DevInfo.</p> <p>Annual workplans of the Global/Donor Roundtables formulated and implemented The UN/ORC support to the Secretariat of the Donor/Global Roundtables has delivered inputs to the policy debates and donor coordination activities</p> <p>The Global/Donor Roundtables consolidated as forums for high-level policy discussion.</p> <p>UN agencies coordinate program interventions in the framework of donor roundtables and Sector Wide Approaches.</p> <p>The Ministry of Foreign Affairs lead the aid coordination agenda and is participating in the Steering Committee of the OECD-DAC Working Party on Aid Effectiveness.</p> <p>Nicargaua leading the Latin American countries' preparation of the High-Level Forum for Aid Affectiveness in Accra, Ghana, 2008.</p>	<p>Annual work plans approved by the respective roundtables.</p> <p>Draft letters, documents and other documentation produced by the Secretariat.</p> <p>Meeting frequency of the Global/Donor roundtables.</p> <p>ExCom CPDs aligned with sector plans</p> <p># of meetings in the Steering Committee.</p> <p>Outcome documents with joint LAC positions on the HLF-2008 meeting.</p> <p>Consolidated outline of donor interventions (resources, areas of intervention and sector concentration).</p>				\$5,000.00																				31/12/2007
---	---	--	--	--	--	------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	------------

		Aid management tools such as SysODA is updated and used in the Joint Assistance Strategy preparation.															
UNDAF/Common Programming	Efforts to align UN programme cycle with national development cycle *	The financial planning cycle is synchronized with the budget planning process in the framework of the Budget and Financial Administration Law (Law 550), which requires that all ODA is registered in the national Budget. UNDAF signed with the new government.	Law 550 guide presented by the Ministry of Finance and UN agencies provide information on financial pledges (estimates) for the 2008 FY during the formulation process of the National Budget for 2008. UNDAF signed in March and published.		\$8,000.00	\$2,000.00	\$10,000.00				Technical support from the UN Staff College and DGO to the Strategic Planning Retreat.		30/05/2007				
	Progress towards UNDAF outcomes (inputs provided by theme group chairs)	N/A															
	UNDAF Annual Review/ UNDAF Evaluation *	N/A															
Joint Programmes	Preparation/implementation of new Joint Programmes *	Program on the reduction of hunger and poverty in 51 municipalities under implementation.	51 UNVs deployed in the 51 selected municipalities.				\$730,000.00						31/03/2007				31/12/2007
	M&E of Joint Programmes	UN staff trained in the use of DevInfo	# of worksessions.										30/06/2007				
HACT	Plan for the roll-out/implementation of HACT in the country	Micro-assessments finalized and UN agencies ready to introduce the FACE format in 2008.	ExComs have concluded micro-assessments and adopted the FACE format.				\$100,000.00						15/06/2007				31/12/2007
	Strengthening national systems/capacities through HACT *	National and local partners are informed and trained in new UNCT cash transfer procedures.	# of training sessions.				\$5,000.00										31/12/2005
Gender Equality	UN support to incorporation of gender equality in national planning processes (such as National Development Strategies; PRSPs; SWAPs; Joint Assistance Strategies, etc.)	Follow-up on CEDAW Committee recommendations and implementation of the Action Plan of the National Program for Gender Equity .	Progress report on the implementation of the Action Plan of the National Program for Gender Equity														15/12/2007
	Gender theme groups able to support enhanced effectiveness of UNCT to respond to national priorities for gender equality	The Technical Secretariat coordinates the implementation of the Gender Theme Group workplan. KEY RESULT UNDER "OTHER": The UNCT has designed a consolidated	Technical Secretariat supporting the Gender Theme Group established and Annual Theme Group Progress Report approved by the UNCT. KEY RESULT INDICATORS UNDER "OTHER":		\$1,114.02	\$14,118.00	\$25,000.00	\$60,000.00			DGO: Extra-tranche of 9,767.6 to complete funding of the gender theme group. UNDER "OTHER" Technical support from the		31/03/2007				31/12/2007

