



Standard Operating Procedures Core Elements

"DELIVERING AS ONE" PILLAR

Core Elements

Overarching

Joint oversight and ownership agreed between Government and the UN and outlined in agreed terms of reference for a Joint National/ UN Steering Committee (*Generic terms of reference*);
Annual reporting on joint UN results in the UN Country Results Report;

One Programme

Signed *UNDAE* at the outcome level with legal text⁶ as appropriate;
Joint Work Plans (of Results Groups), aligned with the UNDAF and signed by involved UN entities (this does not preclude agency specific work plans where required) (*Tips and template for JWP*);
Results Groups (chaired by Heads of Agencies) focused on strategic policy and programme content established and aligned with national coordination mechanisms (*Generic Terms of Reference*);

Common Budgetary Framework (and One Fund)

A medium-term Common Budgetary Framework aligned to the UNDAF/One Programme as a results-oriented resourcing framework for UN resources (*Guide to the Common Budgetary Framework*);
Annual Common Budgetary Frameworks (as a part of the Joint Work Plans) updated annually with transparent data on financial resources required, available, expected, and to be mobilized (Tools and materials);
A *Joint Resource Mobilization* strategy as appropriate to the country context (with the *option of a One Fund* duly considered) approved by the UNCT and monitored and reported against in the UN Country Results Report;

One Leader

Strong commitment and incentives of the UNCT to work towards common results and accountability through full implementation of the M&A system and the UNCT Conduct and Working Arrangements;
Empowered UNCT to make joint decisions relating to programming activities and financial matters;

Operating as One

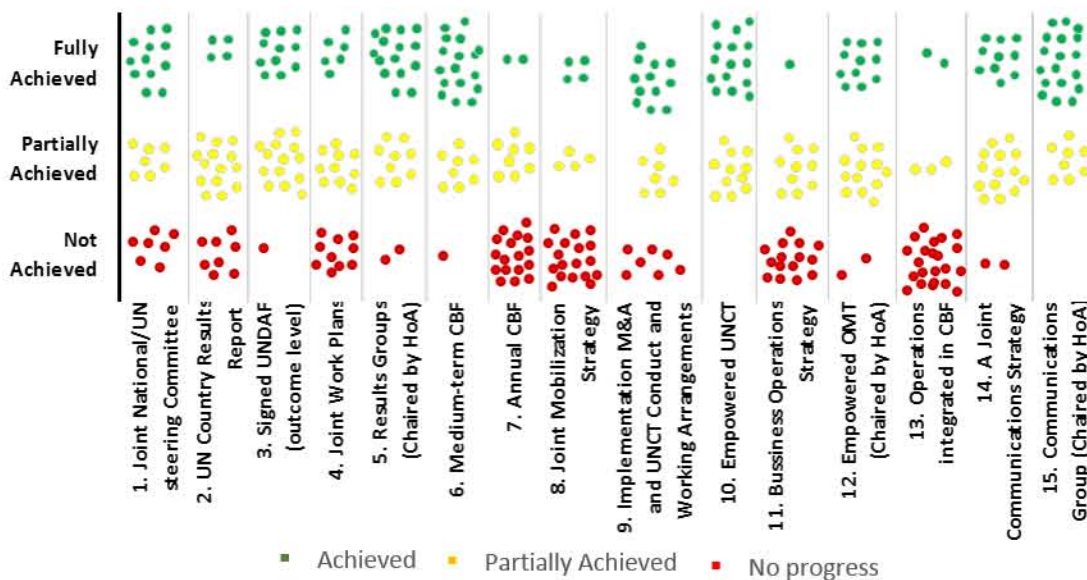
*Business Operations Strategy*¹⁸ endorsed by UNCT is highly recommended, adapted to local needs and capacities, to enhance operational oneness processes through eliminating duplication of common processes to leverage efficiencies and maximize economies of scale;
Empowered Operations Management Team (chaired by a Head of Agency);
Operations costs and budgets integrated in the overall medium-term Common Budgetary Framework;

Communicating as One

A joint communication strategy appropriate to the country context approved by the UNCT and monitored and reported against in the UN Country Results Report (*Guide to Communicating as One*);
Country Communications Group (chaired by a Head of Agency) and supported by regional and HQ levels, as necessary.

THE IMPLEMENTATION
OF THE CORE
ELEMENTS
OF THE SOPs ENABLE
THE UN TO DEMONSTRATE
HIGH IMPACT

Progress on the 15 Core Elements in LAC



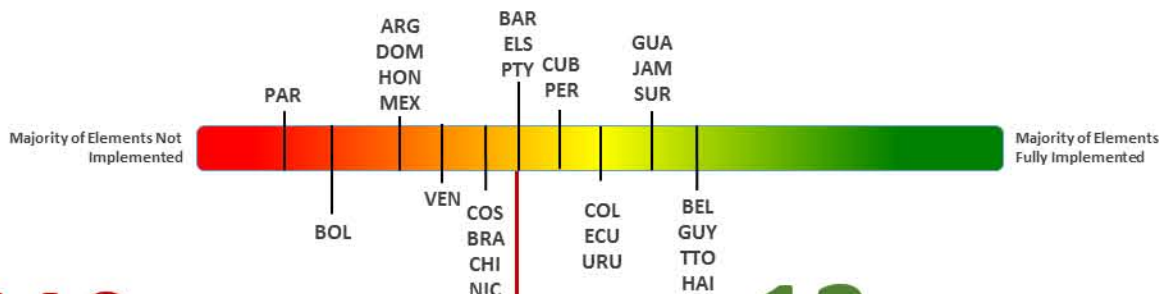
Areas with major progress
Core elements related with organizational structures are the most advanced in implementation

Areas under implementation
Most UNCTs are currently advancing on the development of BoS and Communication Strategies, and establishing Joint Steering Committees

Areas facing challenges
Core elements related with CBF, Joint Resource Mobilization and Joint Work Plans are challenging to implement

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Relative Progress in Implementing Core Elements



LAC COUNTRIES
are **BELOW**
global average

Latin America
and the Caribbean

12 COUNTRIES
are **ABOVE**
LAC average