MA Cheat Sheets: Results Logic and ATLAS Architecture

UNDP issued the **UNDP Guidelines for Engagement with NGOs under Country Based Pooled Funds** in late 2016 and rolled these out in 2017. This was part of an effort to harmonize implementation approaches with those of the OCHA Operational Handbook.

To complement the Guidelines, UNDP has developed MA Cheat Sheets to provide additional practical information on selected subject matters. There are 9 available Cheat Sheets on the following topics: MA Structure and Performance Review * Capacity Development * Results Logic and ATLAS Architecture * MA and ATLAS * HACT * Quality Assurance * NEX Advance * Asset Management * Fraud. These can be found here

The Managing Agent function in UNDP's Programme and Project Management (PPM) framework

The PPM is of importance as the MA function is a programmatic one, not just a financial service. Since its inception, the MA function has utilized PPM tools for implementation. In addition, the MA guidelines have provided clarity on how this should be done which is further fleshed out in this Cheat Sheet.] to provide clarity and guidance on the various processes that are and are not applicable to the MA.

The MA guidelines have provided clarity that the MA function should be managed as DIM, with NGOs as Responsible Parties.

In the context of the PPM review, the MA function is now designated as a Development Service. This has a number of implications and advantages:

Best practices and lessons learned in the context of CBPF with regards to UNDP's Results Architecture:

Country Office Country Programme Document (CPD)

For the MA to be taken into account in the results of the Country Office (CO), it will need to be reflected in the CPD. UNDP in South Sudan has included the MA in its CPD under para 17. The following language could be considered for inclusion of the MA in the CPD:

As part of its commitment towards the New Way of Working and to catalyse the Humanitarian Development Nexus, the Country Office will provide development services to strengthen the participation in and capacity of NGO partners for Country Based Pooled Fund in [name country]

Indicator:
Number of NGO partners supported to deliver under the CBPF.

Having reference in the CPD of the work which is done with regard to the MA function will facilitate the linkages with corporate planning and reporting tools such as the IWP and the ROAR and linkages to UNDP's Strategic Plan.

Programmatic Accountability of UNDP as MA

Programme accountability is defined by the MoU that is signed by UNDP with the MPTFO to become a Participating UN Organization (PUNO) to the Fund. Section 1, article 1 of the MoU for the Fund clearly states that:
"The Administrative Agent accepts this appointment on the understanding that <u>the Participating UN Organizations assume full programmatic and financial accountability for the funds disbursed to them</u> by the Administrative Agent."

<u>UNDP's programmatic accountability lies in the risk management role of the MA through its application of the HACT guidelines.</u>

The International Aid Transparency Initiative (IATI)

UNDP has committed to the IATI standard which sets a common global benchmark for publishing timely, forward-looking and comprehensive aid information. This makes it possible for anyone – a government official, an NGO project manager, a journalist, an ordinary citizen – to see clearly what is being funded where, by whom, and by how much.

With regards to the MA function, guidance on the how to address the IATI requirements has been provided by BPPS's Development Impact Group (DIG) as per November 2017. For any further clarification or questions, please reach out to the colleagues in DIG.

<u>IATI results disclosure</u>
Please record the standard text below (in italic) as 2015 result, 2016 result and 2017 result in Atlas, which will be published as part of UNDP's transparency initiative. COs are not required to enter indicators, baselines and targets for CHF funded outputs.

This project has been established in line with UNDP's role as Managing Agent of the [name of country] Common Humanitarian Fund/Country Based Pooled Fund, as detailed in the CHF/CBPF's Terms of Reference and Accountability Framework [if applicable]. The project serves to channel allocations to NGOs for allocation round YYY [round/year] of the CHF. The total amount of resources allocated and transferred to NGOs in the XXX [name of cluster] for round YYY was USDXXX,XXX and YYYYY, respectively.

You can find the Transparency Dashboard here

Linkage to SP output for 2014-2017 and SP 2018 - 2021

In line with the draft CHF guidance note (to be released in a few weeks), please link all CHF outputs to SP Output 6.2. National and local authorities / institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts. For any technical guidance on linking, please refer to the guidance note.

For the 2018 – 2021 Strategic Plan, COs will be asked to link their projects to a CPD output, which in turn will have to be linked to a SP output. In other words, the CPD will define whether the MA function 'hooks to'. For any technical guidance on linking, please refer to the guidance note for the SP 2018 – 2021.

All Atlas Output IDs must be linked to CPD Outputs. Identify the CO relevant CPD output for linking.

The Project and Output naming must remain as per OCHA/GMS rules, even though it is not as per IATI quality criteria. All other requirements should be adhered to, including descriptions, which should be comprehensive for external audience. The documents to upload should be the Allocation letter and OCHA/GMS generated proposals.

Annual reporting/ROAR

it is recommended that the MA funding related projects report in ROAR on the capacity development related results, which can be attributed to UNDP.

Social and Environmental Standards

UNDP's Social and Environmental Standards (SES) underpin UNDP's commitment to mainstream social and environmental sustainability in its Programmes and Projects to support sustainable development. The SES strengthen UNDP's efforts to attain socially and environmentally beneficial development outcomes and present an integrated framework for achieving a consistent level of quality in UNDP's programming.

Since project documents are signed off by the Fund Manager, UNDP quality assurance is not applicable. However, the quality of all projects supported by the CBPF directly affects the fiduciary risk level that UNDP needs to manage in its MA role. To address this, UNDP should advance adoption of the SES standards through awareness and capacity building including through dedicated training modules for the relevant NGOs.

SES Policy French English
SES Toolkit

Gender Marker

In 2009, UNDP launched the gender marker, which requires managers to rate projects against a four-point scale indicating its contribution toward the achievement of gender equality. The gender marker enables UNDP to track and monitor how gender-responsive each financial allocation and expenditure is. It also enables managers to analyse trends by region, outcome and focus area. This marker also applies to MA projects.

ATLAS Project Management Module User's Guide Section 7, p.21
UNDP Gender Equality Strategy 2014-2017 French English

For MAU teams that work with humanitarian Fund Managers also see:
IASC Gender Marker factsheet