Annex 1

UNDP Country Office Workload Study Instructions

A. Purpose

The purpose of this Country Office (CO) workload study is to inform the work planning process in order to align the funding of positions with the relevant funding sources, recognizing that UNDP is a multi-funded organization and P-5 and below positions can be funded from multiple sources.

The results of this study will particularly inform (a) the process of the application of Direct Project Costing - DPC policy (see POPP for further elaboration on DPC policy); and (b) the differentiation between UNDP ‘Backbone’ support to UN Coordination function, and coordination activities funded through UNDG cost-sharing arrangement for the RC System.

In the past, this study was conducted bi-annually, and the last study was conducted in May 2013. It is now necessary to conduct this study annually, to make the work planning process more effective, and to also inform the UNDG cost-sharing arrangement, which is re-costed each year. Whilst the study may necessitate some additional work for COs, this effort will be beneficial to the COs and Regional Bureaux in planning for DPC in 2016.

Overall, the study criteria and the methodology have remained the same using the Executive Board’s approved cost classification categories. However, refinements have been introduced related to the:

(a) item # 3 ‘United Nations Development Coordination activities’, to enhance the clarity on the differentiation between ‘UNDP Backbone Support’ (i.e. UN Resident Coordinator and UNDP Country Office Staff support to the UN Coordination function where UNDP acts as the manager of the RC system and not as a member of the UNCT), and ‘UNDG Cost-sharing of the RC system’ (i.e. Resident Coordinator’s Office – RCO Staff facilitation of the UN Coordination function);

(b) staff/activities funded from programme resources, to further ensure that these programme funded staff/activities are not included in item # 3 ‘United Nations Development Coordination activities’; and

(c) application of the updated pro forma, to ensure that the UN coordination activities are appropriately costed and reflect the current cost.

B. Instructions

All personnel, regardless of contractual modality, located in UNDP Country Offices as well as UN Resident Coordinator Office (RCO) staff that are accountable to and report to the UN Resident Coordinator / UNDP Resident Representative or other UNDP supervisor irrespective of current funding source or contractual modality should complete this survey over a two-week period starting as soon as possible. Project-funded staff who are located outside of UNDP Country Offices, and who are primarily accountable to counterpart implementing partners, should be excluded. Similarly, staff administered by
UNDP but fully funded by other UN agencies (typically from fund code 12000) should also be excluded (except in the case where the staff are Resident Coordinator Office staff).

**Step 1:** In view of the critical nature and high priority attached to this workload study, each Country Office is strongly advised to **appoint a senior focal point/coordinator, typically a DCD or ARR, who will be responsible for ensuring the accuracy, completeness, coherence, and timely compilation and submission of your workload study.**

**Step 2:** It is essential that all staff read and understand the Explanatory Notes before undertaking the survey. All questions or clarifications regarding the Explanatory Notes should be sent directly to one of the following:

   To: George Kyriacou (george.kyriacou@undp.org) and/or Martin Loemban Tobing (martin.loemban.tobing@undp.org) cc’d to your OFRM/ Bureau/CO Advisor.

**Step 3:** Once staff understand the grouping of functions which fall under the four broad functional activity clusters of Programme, Development Effectiveness, UN Development Coordination and Management and their sub-clusters, they should attribute their time on a daily basis over a two-week period (i.e.: for ten working days) using a copy of the individualized time sheet: [HERE](#).

Staff should apportion their time according to the corresponding sub-clusters described in the Explanatory Notes. At the end of the two-week period, all individualized time sheets should be collected by your senior focal point/coordinator for your office and maintained for future reference.

**Step 4:** The senior focal point/coordinator for your office is responsible for entering individual staff members’ summarized time distributions into the Workload Study Template Excel file (one line per staff member). Please refer to the *Data Entry Instructions* tab in the excel file for guidance in entering data. If the pre-populated data is either incorrect or outdated, or the position is missing, please make the correction(s) or add the missing position per the instructions.

**Step 5:** Upon completion of the survey, all completed surveys should be sent by email to Fernandel Carbonell ([fernandel.carbonell@undp.org](mailto:fernandel.carbonell@undp.org)), cc’d to your OFRM/ Bureau/CO Advisor by [16 December 2015](#) latest.
Explanatory Notes: Definitions of classification of Country Office activities

1 – Programmes activities
Activities that directly assist programme countries in achieving development results, through Country Programme Documents and/or project documents. They are grouped into two sub-clusters applicable to Country Office functions:

1a – Dedicated support embedded in development programmes and projects
Activities conducted by UNDP Country Office staff fully financed from existing development projects.

1b – Implementation and implementation support activities
Activities related to UNDP Country Office staff involved in implementation of DIM or CO support to NIM projects. Activities in this sub-cluster include operational and administrative support to projects in the following areas:

- Communications Unit staff time spent on communication of development results and outcomes in the context of specific development programmes and projects.
- Human Resources Unit staff time spent on the recruitment, selection, hiring, contracting, and/or contract administration of project personnel.
- Procurement Unit staff time spent on the procurement of goods or services on behalf of a project, covering the entire procurement cycle tasks, transport, storage, distribution, on-site receipting of goods, customs clearance, logistics, etc.
- Finance Unit staff time spent on undertaking direct project payment requests.
- Programme staff time and any other CO staff time spent directly on programme implementation and directly contributing to development results.

2 - Development effectiveness activities
These activities are grouped into three sub-clusters applicable to Country Office staff:

2a- Strategic Country Programme Planning and Quality Assurance:
Activities related to ensuring high quality standards across the country programming and project life cycles to include: i) UNDP engagement in UNDAF formulation; ii) participating as UNDP in UNCT programming processes, thematic results groups, and MDG monitoring and reporting; iii) participating in UNDP’s Country Programme formulation; iv) cascading development results–chain management (indicators, baselines, monitoring progress, reporting); v) UNDP results–based monitoring and evaluation; vi) evidence-based reporting on results achieved compared to baselines; vii) effective advocacy, media interaction, public information and communication of UNDP’s programme priorities and mandate; and (viii) fulfilling substantive reporting requirements.

2b- Programme Pipeline Development and Management
Activities related to new business development within an approved UNDAF and/or CPD framework, R&D, partnering and formulating and managing a programme pipeline. It includes i) partnering, communicating, advocating and resource mobilization for pipeline projects and programmes; and ii) formulation of joint programmes.
2c - Programme Policy Advisory Services:
Activities related to the provision of substantive, knowledge-based, policy and advisory services to implementing partners and national counterparts. These would include: (i) substantive policy and technical advice in UNDP’s practice areas, (ii) substantive research and analyses, (iii) economic advisory services; and (iv) knowledge-generation and transfer in UNDP’s focus areas and cross-cutting areas of capacity development, gender, and South-South cooperation.

All costs under 2a, 2b and 2c sub-categories are incurred by UNDP regardless of implementation modality, and therefore apply regardless of whether projects are NIM, DIM, NGO or UN-agency implemented.

3 - United Nations Development Coordination activities: UNDP, per its General Assembly (GA) mandated role as the host and manager of the Resident Coordinator (RC) system, within the framework of national ownership, has a responsibility, with support of other UNDG entities, to ensure the effective and efficient functioning of the United Nations system at the country level. The Strategic Plan, 2014-2017 calls for increased emphasis on UNDP’s substantive role, and an increased focus on country level coordination work around delivery and getting development results, whereby UN country teams need to stay abreast of ‘big picture’ changes in a country’s development context, partner better, and be able to position the UN Development system to support programme countries’ priorities for transformational change. The UNDG cost sharing of the RC system which was launched in 2014, complements the ‘UNDP backbone’ support to the Resident Coordinator system provided by UNDP, with additional resources, cost-shared by all UNDG entities, funding specific capacity at the global, regional and country level. These activities are grouped into two sub-clusters applicable at CO level: i.e. (a) UN Resident Coordinator and UNDP Country Office staff ‘backbone’ support to the UN System Coordination & Representation where UNDP acts as the manager of the RC system and not as a member of the UNCT; and (b) Resident Coordinator’s Office (RCO) staff facilitation of the UN System coordination function; as described in detail below:

3a- UN Resident Coordinator and UNDP Country Office staff ‘backbone’ support to the UN System Coordination & Representation: ‘UNDP Backbone’ support provided by the UN Resident Coordinator and supported by UNDP Country office staff, to the UN System Coordination & Representation where UNDP acts as the manager of the RC system and not as a member of the UNCT, encompasses the ten core coordination functions detailed in the UNDG’s report “Results Delivered: Sharing Successes in 2014”, to support the RC and UNCT in bringing together the UN system and its partners to collaborate for shared results. These ten core coordination functions cover facilitation roles in the i) strategic analysis and planning; ii) oversight of the UN country programming cycle; iii) representation of and support of UN Secretariat and UN agencies/NRAs; iv) support to national coordination systems and processes; v) development and management of shared operational support services; vi) crisis management preparedness and response; vii) external communication and advocacy; viii) human rights and development; ix) joint resource mobilization and fund management; and x) general UNCT oversight and coordination. It also covers monitoring and evaluation activities for the UNCT. Additional activities performed by UNDP Country Office staff ‘backbone’ relate to: providing administrative support to the RC’s office, in the business operations areas of ICT support, finance and budget management, logistics, and HR functions; management of common services (such as shared premises, common/shared local security budgets, UN dispensaries, etc.; in addition to any functions related directly to the Resident Coordinator.
This excludes the participation of UNDP Country Office staff in the activities of UNCT as its member. Instead, these activities should be reflected either in Section 2 above or in Section 4 below, depending on the nature of these activities.

**3b- Resident Coordinator’s Office (RCO) staff facilitation of the UN System Coordination function:** All the activities conducted by the Resident Coordinator’s Office (RCO) staff, as per the UNDG’s “cost-sharing agreement for the RC system” re: the ten functions detailed in the UNDG’s report “Results Delivered: Sharing Successes in 2014”, to support the RC and UNCT in bringing together the UN system and its partners to collaborate for shared results. These ten core coordination functions cover the facilitation roles in i) strategic analysis and planning; ii) oversight of the UN country programming cycle; iii) representation of and support of UN Secretariat and UN agencies/NRAs; iv) support to national coordination systems and processes; v) development and management of shared operational support services; vi) crisis management preparedness and response; vii) external communication and advocacy; viii) human rights and development; ix) joint resource mobilization and fund management; and x) general UNCT oversight and coordination. It also covers monitoring and evaluation activities for the UNCT.

**4 Management activities:** Activities and costs whose primary function is the promotion of the identity, executive direction, representation, accountability and well-being of the UNDP Country Office. These activities are grouped into three sub-clusters applicable to Country Office staff:

**4a -Leadership and Country Representation:** Activities related to leading and defining the vision of the Country Office, as well as representing UNDP in advancing its core mandate and major programme goals with governments, donors and other third parties.

**4b- Programme Direction and Accountability:** Activities related to overall managerial responsibility and accountability for achieving UNDP’s role in supporting programme countries in achieving development results; ensuring continuous and simultaneous alignment (or re-alignment) of Country Programme results with national planning goals and UNDP Strategic Plan results, including responding to emerging needs mid-cycle; UNDP leadership role(s) in the UNCT programming processes and UNCT strategic meetings; strategic partnership management; and overall partnering and positioning of the programmatic work of the organization within the country.

**4c- Operations Management & Administration:** Activities related to overall staff/office management and the provision of workplace and support services (ICT, Finance, OHR, UNDP security, travel, assets and general services) which permit UNDP to carry out the mission of the organization (but excluding direct project implementation support). Activities related to the harmonization and simplification of UN operational processes and business practices should also be included here.