

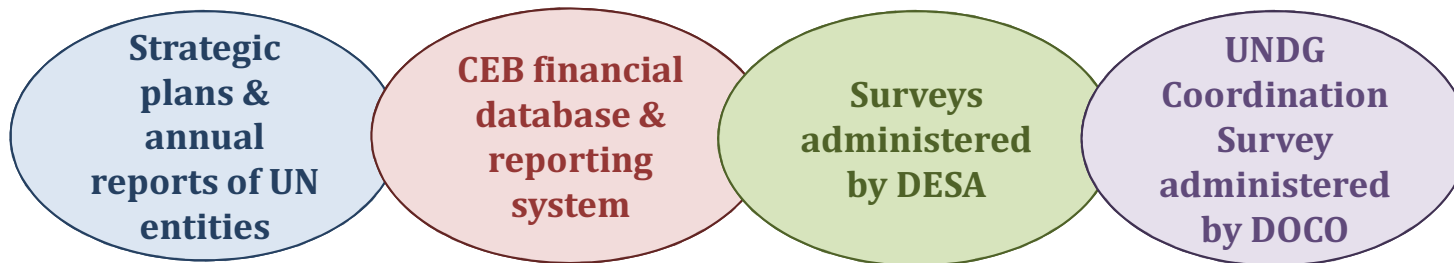
Secretary General's Report on QPCR Implementation

Findings & Key Messages

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PREPARATION OF SGR

- ✓ SGR prepared in close consultation w/UNDS
- ✓ All surveys revised through consultative process, to reduce perception-based questions, & streamlined to eliminate duplication & lessen burden on all
- ✓ 4 Surveys Analyses posted online
- ✓ Primary sources of information for SGR included:



- ✓ Baseline values & progress presented in QCPR Monitoring & Reporting Framework

FUNDING:

MOST TRENDS OF PAST DECADE CONTINUE

CONTRIBUTION TO UN-OAD: \$26.4bn

- ODA in 2013 was \$147.1 bn . Funding for UN-OAD accounts for 17% of this total. \$74.8 billion is channeled through multilateral aid, of which the UNDS' share is 29%.
- 10.7% higher than 2012, increase entirely due to non-core resources
- 10 UN entities account for 88% of these contributions
- Growth in core remains sluggish (2.5% increase since 2008, in real terms)
- While maintaining same percentage as previous year of 29%, the UN system is no longer the single largest channel of direct multilateral funding (European Commission rose from 22% to 31%)

FUNDING:

MOST TRENDS OF PAST DECADE CONTINUE



NON-CORE FUNDING FOR UN-OAD REMAINS SINGLE DONOR & PROJECT SPECIFIC

- 92% mainly single-donor & project specific (2% higher than 2012);
- 8% inter-agency pooled funds [incl. 'One UN' funds & agency-specific thematic funds]

HALF OF UN-OAD COUNTRY EXPENDITURES IN LDCs & AFRICA

- 57% spent in LDCs (53% in 2012)
- 47% spent in Africa (43% in 2012)

STRUCTURED DIALOGUES ON FINANCING RESULTS




Progress made

All F/Ps initiated or continued structured dialogues

Concept of “critical mass” of core resources developed

Concept of “critical mass+” discussed, shift from tightly to loosely earmarked non-core

Remaining challenges & recommendations

-  Operationalization: Ensuring sufficient level of core resources required to achieve the results of the entities’ approved Strategic Plans
-  Flexibility: Increased quantity of resources that are not tightly earmarked (e.g. “One UN” funds)
-  Innovative funding modalities for a post-2015 era should be explored

INCREASE IN RELEVANCE OF UNDS YET MORE TARGETTED SOLUTIONS NEEDED

Findings

- ❑ 93% countries agree UN is effective in targeting poorest & most disadvantaged
- ❑ While agency-specific evaluation on poverty eradication exist, challenges persist to identify system-wide contributions
- ❑ 45% of UNDAFs feature gender equality results
- ❑ 52% of countries with Gender Score Card meets minimum standards in at least half of the performance areas
- ❑ 66% of UNCT members with UN Missions view significant increase in coherence between UN mission and UNCT
- ❑ 42% of RCs in transition countries concluded agreements w/BWIs
- ❑ 20/22 agencies integrated South-South cooperation in their SP
- ❑ An inter-agency mechanism on SSC is yet to be established

**MORE TARGETTED SOLUTIONS NEEDED ON POVERTY ERADICATION,
SOUTH-SOUTH COOP, TRANSITION & GENDER EQUALITY**

INCREASE IN RELEVANCE OF UNDS YET MORE TARGETTED SOLUTIONS NEEDED

Recommendations



Changing development landscape & increasing diversity of prog. Countries require more targeted solutions

Corresponding adjustments of operating systems [incl. funding, business practices & capacity]



Implementation of new modalities, policies & tools to address linkages in transition countries need to be assessed for impact



Existing challenges to scaling up UN support to SSC require:

- a) a clearer understanding of role of UNDS on SSC;
- b) commensurate capacities;
- c) institutional strategies & regulations that facilitate integration of SSC into OAD;

CHALLENGES ON CAPACITY DEVELOPMENT & USE OF NATIONAL INSTITUTIONS



Findings

Improvement in measuring performance of entities in supporting nat'l cap dev

UNDG capacity dev measurement approach planned to be ready for reporting in 2015

UNDS uses to a large extent nat'l experts & institutions in prog. design & implementation

Nat'l monitoring & reporting systems, nat'l procurement, financial & evaluation capacities are under-used by UNDS

CHALLENGES ON CAPACITY DEVELOPMENT & USE OF NATIONAL INSTITUTIONS

- ☐ Measuring progress on capacity development is most challenging.
- ☐ System-wide measurements are even more complex.

from UNDS perspective, greater utilization of nat'l system hindered by high risk related to

- ☐ nat'l institutions' limited capacities,
- ☐ lack of transparency
- ☐ high turnover of staff, and
- ☐ stringent donor requirements

from governments perspective

- ☐ UN appears risk-averse,
- ☐ UN procedures too complex to allow use of nat'l systems

CHALLENGES ON CAPACITY DEVELOPMENT & USE OF NATIONAL INSTITUTIONS

Possible responses



Common approach to functional capacities combined w/customized approach to sectoral capacities



System-wide response is not only about common concepts, policies & approaches. It is about actual operational aspects of delivering



Funding modalities should be tailored to specific country needs as different funding modalities have different political & economic implications for cap dev. & use of nat'l institutions

FUNCTIONING OF UNDS: SOLID PROGRESS ON ALIGNMENT WITH QCPR



**out of 22 UN entities
accounting for 97% of total OAD:**

- 15 UN entities have aligned strategic plans to QCPR
[13 in last SGR]
- 13 UN entities reported on QCPR progress to their
governing bodies
[10 in last SGR]

MIXED RESULTS ON COUNTRY LEVEL COHERENCE

Findings

UNDAFs [or other common planning framework]

- ☐ 86% of prog ctry govs confirm UNDAFs help achieve better results
- ☐ 2/3 UNDAFs are aligned with gov planning cycles
- ☐ 94% of prog ctry govs say UNDAF ensures national ownership and leadership

- ☐ **EBs** of UNDP, UNICEF, UNFPA and WFP approved modified format for Country Prog. Documents [CPDs] and one-step approval procedure.

- ☐ Frequency & quality of UN system reporting to govs improved
- ☐ System-wide template for UNCT results report to be introduced

MIXED RESULTS ON COUNTRY LEVEL COHERENCE

RC SYSTEM:

- Management & Accountability System (MAS) increasingly institutionalized
- RC leadership role clarified
- RC system system-wide cost-sharing implemented







SIMPLIFICATION & HARMONIZATION OF BUSINESS PRACTICES:

- Roll-out of SOPs major step & driver of coherence, efficiency and effectiveness
- Joint Operations Facility in Brazil, pilots & other initiatives on HR, finance, pooled funding, ERP, office premises, common services, are being tested or rolled-out

STEPPED UP EFFORTS TO FURTHER COUNTRY LEVEL COHERENCE

Recommendations

Stepped up efforts required in:

-  UNDAF implementation phase
-  Harmonization and simplification of agency-specific programming & reporting instruments
-  Making UNCTs' business operations strategies effective, cost-efficient and differentiated according to country-specific needs & capacities
-  Implementation of MAS, incl. mutual accountability between RCs and UNCT members
-  Filling the gap in RC funding
-  managing country-level common services by a lead agency or service center

RESULTS-BASED MANAGEMENT

Findings

15 UN entities participated in UNDG-led initiative to develop common RBM tools & principles but only **8** discussed the issue with their governing bodies




Not all governments use RBM and approaches & principles vary widely between governments that do use RBM

UNDS needs to proactively support govs in introducing or adapting RBM as part of nat'l monitoring frameworks and statistical systems

Demand for evidence on results will likely increase in the coming years

RESULTS-BASED MANAGEMENT

Recommendations

-  Ensuring UNCT results contribute to nat'l results requires substantive dialogue w/ nat'l partners on how results are defined, measured & reported on
-  Setting realistic & cost-effective expectations of a system-wide approach to RBM should start with a better understanding of the needs of prog. ctry govs & the scope for implementing RBM
-  Substantive & legitimate monitoring and review at regional level is key for a post-2015 multi-layered monitoring framework, including peer reviews of progress



EFFECTIVENESS & FIT FOR PURPOSE FOR A POST-2015 ERA

PARTNERSHIP WITH THE UN:

Findings

UN is the preferred partner for most programme countries,
... though BWIs preferred for mobilizing external resources for development

UNDS esp. valued for its credibility, impartiality & access to specialized knowledge,
... but needs to be more flexible in responding to the changing needs of partners

>60% of progr ctries govs see UNDS contribution as most significant in gender, health, environment and governance
...however, top areas for UNDS support identified by govs over the next 4 years are economic growth & employment, environment, sustainable development policies, poverty reduction & health

PARTNERSHIP WITH THE UN:

Recommendations



Differentiated responses are required to respond to differentiated needs & capacities



Capacities to support govs in leveraging partnerships need to improve



Coordination & collaboration within the system and between the system and **other actors** need to be strengthened

NEED FOR NEW/DIFFERENT PROGRAMMING MODALITIES ?

Findings

Much of current work on UN coherence is built on the assumption that prog countries want a structured programme package from full UNDS:

Likely to remain true for cttries
w/limited institutional capacities to
manage themselves their external
assistance programmes

As increasing number of prog cttries
develop stronger management
capacities, it is expected they will take
on the management of their strategies
for external partnership &
cooperation

Recommendations



With differentiated needs & capacities, new/different UN programming modalities will be needed

Thank you