Selected findings
Secretary-General’s report for 2012 QCPR

New York, 9 July 2012
1. Changing development cooperation landscape
2. Funding
3. Functioning of UN development system
   a) Resident Coordinator System
   b) UN Development Assistance Framework
   c) Simplification and harmonization of business practices
4. Development effectiveness

Navid Hanif, Director, OESC, UNDESA
1. Changing development cooperation landscape

Four key features:

- Emergence of new centres of economic dynamism
- Intensification of global challenges (e.g. sustainable development) requiring collective action
- Changing relationship among states, markets and individuals
- Major growth of new institutional actors
The changing development cooperation landscape requires actions at two levels:

- Initiating a special process at central level to examine issues related to long-term strategic repositioning of the UN development system
- Creating conditions for strategic repositioning of the UN development system through the 2012 QCPR process
The long-term strategic repositioning process could particularly focus on changes in the UN development system in the following six areas:

a) Functions  
b) Funding  
c) Capacity  
d) Partnership approaches  
e) Organizational arrangements  
f) Governance
2. Funding

- Long-term funding trends positive
- Almost all growth in non-core funding
- Non-core funding remains highly fragmented
- Several objectives in GA 62/208 and 64/289 not yet achieved:
  - Share of core funding continues to decline
  - Core continue to subsidize non-core funding
  - Discussions on “critical mass” of core funding not yet taken place at level of EBs of Fs/Ps
  - Burden-sharing among donors remains uneven
  - Predictability of funding not improved since 2007
3. Functioning of UN development system

a) UN Resident Coordinator system

- Country-level coordination
  - Characterized by voluntary participation, inflexible funding, decision-making by consensus, limited accountability for system-wide performance
  - Heavily dependent on leadership skills of the Resident Coordinator and capacity of RC office

- Fairly strong perception among UNCT members that the functional “firewall” could be improved

- Programme country governments generally support further strengthening of the coordination role of RC with a view to reducing workload on national partners
3. Functioning of UN development system

b) UN Development Assistance Framework (UNDAF)

- Enhanced alignment of UN support with national development needs and priorities
- Valued by programme country governments as a framework to strengthen UN coherence
- Not served well as a continuous strategic planning tool
- Increasingly adapted to different country context
- Accountability for UNDAF results remains weak
- Strong demand from programme country governments for streamlining and harmonization of UNDAF/country programming instruments & processes
3. Functioning of UN development system

c) Simplification and harmonization of business practices
   - Progress made but lasting efficiency gains and cost savings yet to be demonstrated
   - Capacity limitations in operations management at country level a major constraint to change
   - Significant potential to achieve cost savings through intra-agency rationalization of business services
   - Depending on volume of business transactions, common services at country level can be provided through either lead agency model or establishment of an inter-agency business centre

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4. Development effectiveness

a) Transition from relief to development

- Large number of policies adopted since 2007 to enhance coordination among different pillars of the UN system in transition countries
- Evidence suggests that improving system-wide coordination and coherence in transition countries remains work-in-progress
- Mixed views among governments in transition countries whether UN assistance is supportive of national ownership
- Evidence that cooperation with World Bank has improved in integrated mission countries/areas
4. Development effectiveness

b) Capacity-building and development

- Some progress in capacity development but results do not seem to meet expectations of programme country governments
- Programme country governments see greater focus on capacity development as key to make the UN system more effective at country level
- Programme country governments feel that UN system doesn’t use national procurement, financial, monitoring and evaluation systems sufficiently

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c) Gender Equality and Empowerment

- Findings from survey of programme country governments suggest that this is one of most important areas of work of the UN system
- Inter-agency networking and DaO approach has strengthened gender mainstreaming
- Results of **Gender Scorecard** suggest that there is significant scope for further progress among UNCTs in gender mainstreaming
4. Development effectiveness

d) South-South cooperation

- Experiencing continued growth
- But not yet a significant element of UN country-level programming
- Needs to be transformed into a modality for regular UN programming

e) Regional dimension

- Gaining increasing importance
- Need to further cooperation and enhance division of labour between UNDG Regional Teams and the Regional Coordination Mechanisms of the Regional Commissions
4. Development effectiveness

f) Results-based management and evaluation

- Strong support among programme country governments and UNCTs for strengthening of RBM
- RBM implementation not sufficiently focused on managing for results
- Growing number of evaluations poses a challenge for the absorptive capacity of UN entities
- Strong demand among programme country governments and UNCTs for inter-agency harmonization of results reporting
- Weak monitoring and evaluation systems at country level; variable quality of UNDAF evaluations; increasing demand for system-wide evaluations