Informal Dialogue

Secretary-General's recommendations for 2012 QCPR

New York, 5 October 2012

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Presentation outline

1. **Preparations for the QCPR**

2. **Selected messages from analysis**

   a) Changing development landscape

   b) Drivers of change in UN-OAD

   c) Perspectives of programme country governments
   [as per survey, missions, policy analysis and literature review]

3. **Emerging strategic priorities**

4. **Review of recommendations**

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A. **Analytical studies (9)**

B. **Surveys (some 1100 responses)**

    I.   Programme country governments

    II. UN Resident Coordinators and country team members

    III. UN Operations Management Teams

    IV. Civil society organizations

C. **Country missions (7)**

D. **Formal and informal consultations, workshops, training events with Member States and UNDG working mechanisms (55)**

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a) Changing development landscape

❑ The profile of UN programme countries is changing

❑ The nature of development challenges is changing

  ➢ Sustainable development paradigm moving centre stage

  ➢ Global challenges of poverty and security increasingly concentrated in conflict-affected states

❑ Major growth in number of development cooperation actors/providers

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Economic & Social Affairs

b) Drivers of change in UN-OAD

❑ Growing capacity of programme countries

➢ Strong emphasis on national ownership and leadership

❑ Many global issues cannot be tackled effectively without a collaborative and multi-stakeholder approach

❑ Greater competition from other development cooperation actors, providers and modalities

❑ Increased demand by programme countries for improved efficiency, lower transaction costs and greater use of national systems at country level

❑ Enhanced demand by donor countries for results and accountability

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2. Selected messages from analysis

c) Perspectives of programme country governments

[as per survey, missions, policy analysis and literature review]

- ❑ Governments particularly want UN entities to focus on activities where they have clear comparative advantage

- ❑ Strong support for UN improving assistance for national capacity development, particularly the use of national systems (programme planning, procurement, financial management, monitoring and evaluation)

- ❑ Also strong support for radical measures to: simplify and harmonize programming instruments and processes; strengthen coordination role of UN Resident Coordinator; harmonize RBM systems and agency reporting procedures; share more administrative services; and do fewer things and do them as a team

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c) Perspectives of programme country governments

[as per survey, missions, policy analysis and literature review]

❑ Many governments, particularly in low-income countries, reported duplication among UN entities and competition for donor funding

❑ Governments also felt there was need for agency HQ to send clear signals advocating more UN coherence at country level

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1. **Rediscovering spirit of adapting to change**

2. **Revitalizing capacity-building role of UN entities**

3. **Reinvigorating normative role of UN entities**

4. **Strengthening UN system-wide coherence**

5. **Increasing efficiency & lowering transaction costs**

6. **Reforming the funding system of UN-OAD**

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1. **Rediscovering spirit of adapting to change**

❑ To establish a transparent and inclusive **strategic reflection exercise** at the central level on the longer-term repositioning of the UN development system in the new development landscape

  This process could start in fall of 2013 when the key parameters of the post-2015 development agenda have begun to emerge – the preliminary findings of this exercise could be presented to ECOSOC in July 2014, with more detailed reporting to Member States during the preparations for 2016 QCPR

2. **Revitalizing capacity-building role of UN entities**

Fs, Ps and SAs to develop a strategy by end of 2014 for the full utilization of national systems based upon targeted capacity assessments in areas such as programme planning, financial management, procurement, statistics, monitoring, evaluation & audit

Where capacity assessments indicate acceptable systems, to achieve full utilization of national systems for programme implementation in all programme countries by end of 2016

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3. **Reinvigorating normative role of UN entities**

    Every fund, programme and agency to put in place a focused process to define and strengthen its core competencies, including normative, standard-setting and statistical functions with a view to becoming more effective in upstream policy advice as well as operational work

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4.   Enhancing UN system-wide coherence

The reforms initiated in 1997 including the establishment of UNDG, the UNDAF and the strengthening of the UN Resident Coordinator function, have enhanced system-wide coherence of UN-OAD, but this process now needs to be stepped-up in light of the changing development landscape and strong demand from programme country governments for enhanced coherence, greater efficiency and lowering of transaction costs in programme delivery at country level

A key message of the report of the SG for the 2012 QCPR

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4. Review of recommendations

4. Enhancing UN system-wide coherence

System-wide coherence is about ensuring that the UN development system as a whole contributes more effectively to development than the sum of its individual parts

System-wide coherence entails drawing on the capacities of all organizations and exploring and capitalizing on opportunities for synergy and mutually reinforcing complementarity in the work of UN entities, with a view to achieving greater development effectiveness

Shifting from a competitive organizational model to one characterized by focus on collaboration

4. **Enhancing UN system-wide coherence**

❑ Streamline UNDAF and agency-specific programming instruments, processes and procedures including in areas of work planning, progress reporting, RBM and evaluation

❑ Fs, Ps and SAs to apply a shared programming driven by principle of national ownership and leadership

❑ Secretary-General to examine options for review and approval of common country programme documents and make recommendations by mid-2013 with a view to full implementation by 2014

14

4.   Enhancing UN system-wide coherence

❑   Enhance the coordination role of the UN Resident Coordinator

➢   Full implementation of the M&A system

➢   Strengthen capacity of RC offices

➢   UNDP to appoint additional Country Directors

➢   Add new functions to RC job description

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4. **Enhancing UN system-wide coherence**

❑ Fs and Ps to achieve full operational interoperability of business systems, regulations, rules and procedures by end of 2016

❑ Countries adopting DaO approach to receive an integrated package of support comprising guidance on programming, monitoring, evaluation and reporting, RC system and harmonization of business practices

❑ Establishing *one UN results report* at country level and an *independent system-wide evaluation mechanism* in lieu of current individual agency requirements, where appropriate

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4. Review of recommendations

5. Increasing efficiency & lowering transaction costs

❑ Fs, Ps and SAs to adopt either a lead agency, business centre or outsourcing model for the delivery of common services at country level

❑ Fs, Ps and SAs to step-up intra-rationalization of business operations. The Fs and Ps to present plans to EBs in this regard by end of 2014

❑ Unified set of rules, regulations, policies and procedures for common support services to be implemented by Fs, Ps and SAs by 2016

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6.   Reforming funding system of UN-OAD

❑ Fs and Ps to develop a definition of "critical mass" of core resources to achieve priority development results and maintain core organizational capacities

❑ To move towards an alternative funding model for providing core resources to the funds and programmes such as a "*voluntary indicative scale of contributions*"

❑ To convene a high-level policy dialogue on funding of UN-OAD in first half of 2014

❑ Fs and Ps to achieve full cost recovery of non-core contributions by end of 2013

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