Informal Dialogue

Secretary-General’s recommendations for 2012 QCPR

New York, 5 October 2012

Navid Hanif, Director, Office for ECOSOC Support and Coordination, UNDESA
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
1. Preparations for 2012 QCPR

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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2. Selected messages from analysis

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
2. Selected messages from analysis

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
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.
2. Selected messages from analysis

  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
3. Emerging strategic priorities

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
4. Review of recommendations

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.
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.
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. 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
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
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
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.