Briefing to UNDG Advisory Group

General Assembly resolution 67/226

Quadrennial comprehensive policy review of UN operational activities for development
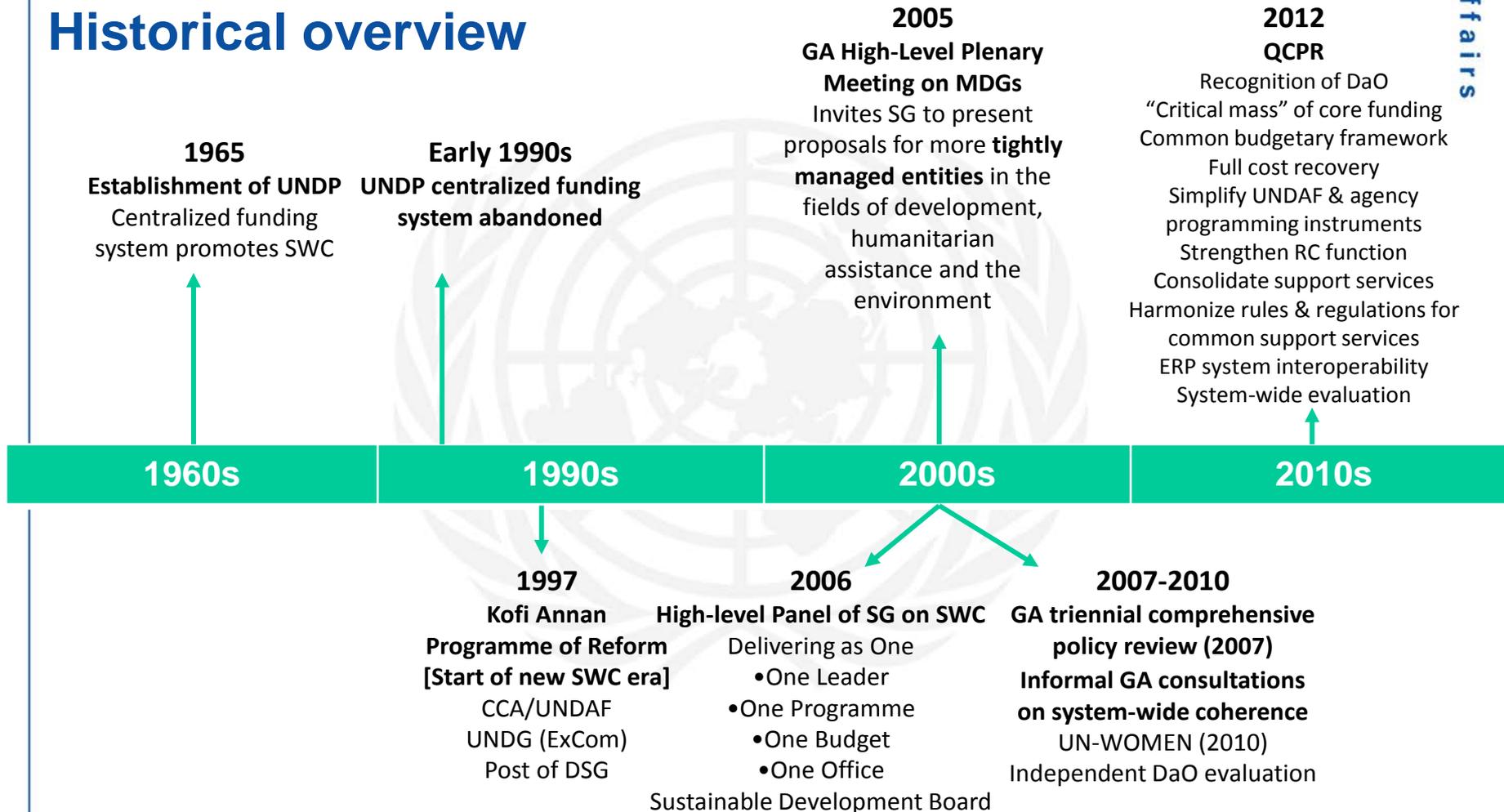
New York, 28 January 2013

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Economic & Social Affairs

GA resolution 67/226 on QCPR

A. **Policy convergence**

B. **Process and ownership**

C. **Important messages**

D. **Key decisions**
   - ❑ Funding, coherence, efficiency, accountability

E. **Follow-up, monitoring & evaluation**

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A.   Policy convergence

Historical overview

2005
GA High-Level Plenary Meeting on MDGs
Invites SG to present proposals for more **tightly managed entities** in the fields of development, humanitarian assistance and the environment

2012
QCPR
Recognition of DaO
"Critical mass" of core funding
Common budgetary framework
Full cost recovery
Simplify UNDAF & agency programming instruments
Strengthen RC function
Consolidate support services
Harmonize rules & regulations for common support services
ERP system interoperability
System-wide evaluation

1965
Establishment of UNDP
Centralized funding system promotes SWC

Early 1990s
UNDP centralized funding system abandoned

1960s	1990s	2000s	2010s

1997
Kofi Annan
Programme of Reform
[Start of new SWC era]
CCA/UNDAF
UNDG (ExCom)
Post of DSG

2006
High-level Panel of SG on SWC
Delivering as One
• One Leader
• One Programme
• One Budget
• One Office
Sustainable Development Board

2007-2010
GA triennial comprehensive policy review (2007)
Informal GA consultations on system-wide coherence
UN-WOMEN (2010)
Independent DaO evaluation

A. Policy convergence

Growing common ground

- ❑ Shared **diagnosis** of UN development system (fragmentation; need for coherence, flexibility, cost-effectiveness, transparency, results-focus)

- ❑ Readiness for **repositioning** UN system (normative-operational linkages, freedom, human rights, peace, security, sustainable development)

- ❑ Willingness to discuss **sensitive issues**, e.g. governance and aid effectiveness (agreement on governance dialogue and repositioning exercise fell through at last minute)

- ❑ **Sense of urgency** (more ambitious timeframe than SG recommendations)

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Strong legitimacy of resolution

❑ Consensus document

❑ Key decisions echo views of national policy-makers of programme countries as reflected in 2012 survey

❑ Most major decisions derive from Secretary-General recommendations extensively discussed with UNDG

❑ All political groups firmly behind QCPR Outcome

❑ Strong calls from Member States for full and timely implementation of QCPR decisions

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C.   Important messages

1. System-wide coherence should be enhanced

    ❑   DaO recognized as alternative business model

2. Important to increase efficiency of UN-OAD

3. Core/non-core funding imbalance not sustainable

4. Accountability of UN development system to Member States for results and impact requires strengthening

5. Sustainable development should be mainstreamed into UN development operations

6. Normative-operational linkages in UN development system need to be strengthened

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Overview

❑ Resolution contains some 178 mandates requiring action by different actors

❑ Some 143 mandates are addressed to UN system entities; 22 to Secretary-General; 4 to UN RCs/CTs; and 9 to ECOSOC/EBs/GBs

❑ Some 42 actions are time-specific; 29 require reporting; and 20 involve the establishment of policies/processes

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Funding

❑ Proposals for "critical mass" of core funding

❑ Cost recovery frameworks based on principle of full cost recovery of all non-programme costs proportionally from core and non-core funding

❑ Integrated budgetary framework at HQ and common budgetary framework at country level

❑ Options to incentivize core contributions

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System-wide coherence

- ❑ "Delivering-as-one"
  - ❖ Integrated package of support to DaO countries including standard operating procedures
  - ❖ Options for review and approval of common country programme documents [to be included in 2013 SG report on QCPR implementation]
- ❑ Simplify agency-specific programming instruments and processes and the UNDAF
- ❑ Strengthen use of gender scorecard

D. Key decisions

System-wide coherence

- ❑ Strengthening of UN RC functions

  - ❖ Propose amendments to projects and programmes to ensure alignment with UNDAF

  - ❖ Propose amendments to UNDAF and its action plan to ensure alignment with broader UN strategy

- ❑ Enhance the capacity of UN RC offices

- ❑ Improve UN RC reporting on system-wide results

- ❑ Submit proposal on funding of UN RC system

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D.   Key decisions

System-wide coherence

- ❑ Business operations

    - ❖ Consolidate common support services at country level (lead agency, business centre, outsourcing)

    - ❖ Unify rules, regulations, policies and procedures governing common support services

    - ❖ Interoperability of ERP systems of Fs/Ps

    - ❖ Strategy for common premises in programme countries

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D.   Key decisions

Efficiency

- ❏ Intra-agency rationalization of business operations

- ❏ Common definition of operating costs and common and standardized system of cost control

- ❏ Increase use of national systems and reduce # of parallel implementation units

- ❏ Delegate authority in areas of programming and allocation of resources to field representatives in countries in transition from relief to development

- ❏ Enhance investment in staff development

D.   Key decisions

Accountability

❑   Develop robust results frameworks that demonstrate complete results chain

❑   Streamline monitoring, measurement and reporting on system-wide results

❑   Establish system-wide evaluation policy and pilots and interim coordination mechanism

❑   UNDG to consult with governing bodies (GBs) on major decisions

❑   Fs/Ps/SAs to include in regular financial reporting to GBs information on actual cost recovery amounts

Follow-up

❑ UNDG could consider establishing a QCPR Action Plan and QCPR Implementation Group

❑ Fs/Ps/SAs to report annually to governing bodies on progress in the implementation of GA resolution 67/226

❑ Fs/Ps/SAs to ensure that strategic plans are consistent and guided by QCPR decisions

14

b)   Monitoring and evaluation

❑   Secretary-General requested to:

   ❖   Submit annually report to ECOSOC on QCPR implementation

   ❖   Conduct biennial survey of programme countries

   ❖   Strengthen quality of system-wide reporting on funding and performance and programme results

   ❖   Present proposal for establishment of common monitoring, evaluation and reporting mechanisms on DaO implementation

   ❖   Submit comprehensive analysis on QCPR implementation in 2016

15