General Assembly 2012 quadrennial comprehensive policy review of UN operational activities for development

Vienna, 1 March 2012
1. UN operational activities for development

2. Quadrennial comprehensive policy review
   A. Purpose, scope, focus areas
   B. Broader context
   C. Substantive preparations
      a) Selected preliminary findings

3. QCPR and specialized agencies
1. UN operational activities for development

Activities of Fs/Ps/SAs which have the specific objective of promoting development. They cover both longer-term development-related activities as well as activities with a humanitarian assistance focus. A number of UN entities have mandate in this regard.
1. UN operational activities for development

36 UN entities engaged in operational activities

**Funds and programmes (14)**
UNDP (incl. UNCDF, UNV, UNOPS), UN-Women, UNFPA, UNICEF, WFP, UNHCR, UNCTAD (incl. ITC), UNEP, UN-Habitat, UNODC, UNRWA

**Specialized agencies (13)**

**Secretariat (7)**
OCHA, DESA, ECA, ECE, ECLAC, ESCAP, ESCWA

**Other entities (2)**
UNAIDS, IAEA

Kristinn Sv. Helgason, OESC, UNDESA
1. UN operational activities for development

UN system-wide activities (2009)

- Peacekeeping: 21%
- Humanitarian Assistance: 22%
- Development-related activities: 41%
- Norm-setting & other: 16%

(Based on 2009 contributions to UN system-wide activities ($34.3 billion))
Operational activities for development (DEV + HA, 2009)

- Non-core (DEV): 43%
- Development-related activities (DEV): 22%
- Core (DEV): 22%
- Humanitarian Assistance (HA): 30%
- Non-core (HA): 30%
- Core (HA): 5%

(Based on 2009 contributions which totalled $21.9 billion)
2. Quadrennial comprehensive policy review

A. Purpose

a) Assess the effectiveness, efficiency, coherence and impact of UN operational activities for development

b) Establish system-wide policy orientations for the development cooperation and country-level modalities of the UN system in response to the evolving international development cooperation environment
2. Quadrennial comprehensive policy review

A. Scope

Resolution binding for UN entities reporting to GA

Funds and programmes (14)
UNDP (incl. UNCDF, UNV), UNICEF, UNFPA, WFP, UNHCR, UNODC, UNCTAD (incl. ITC) UNRWA, UN-Women, UNEP, UN-Habitat

Research and training institutions (6)
UNICRI, UNIDIR, UNITAR, UNRISD, UNSSC, UNU

Other entities (3)
UNAIDS, UNISDR, UNOPS
2. Quadrennial comprehensive policy review

A. Scope

Provides guidance to specialized agencies

Some specialized agencies such as UNESCO, WHO, FAO and UNIDO have decided to align strategic planning cycles with QCPR

FAO and UNESCO report annually to their governing bodies on implementation of GA comprehensive policy review guidance
2. Quadrennial comprehensive policy review

A. Focus areas

a) Funding

b) National capacity development and development effectiveness

c) Functioning of UN development system
2. Quadrennial comprehensive policy review

B. Broader context

- Rio+20 conference
- UNFCCC Conference of Parties
- Post-2015 development agenda
- Post-Busan global partnership
- Ongoing economic and financial challenges and impact on ODA
2. Quadrennial comprehensive policy review

B. Broader context

- Growth in South-South cooperation + new actors
- Large increase in # middle-income countries
- Member States emphasis on (a) national ownership and leadership, (b) joint programming and coordination instruments being country specific, and (c) results, accountability and transparency
- Major changes in UN funding architecture
## 2. Quadrennial comprehensive policy review

### B. Broader context

**Operational activities: distinct growth phases**

<table>
<thead>
<tr>
<th>Period</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>1950-60s</td>
<td>Decolonization and state building</td>
</tr>
<tr>
<td>1970-80s</td>
<td>Cold war and superpower rivalry</td>
</tr>
<tr>
<td>1990-00</td>
<td>Lost decade (little funding growth)</td>
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<tr>
<td>2000-15</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>2015-</td>
<td>Sustainable development; global public goods; global norms and standards?</td>
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</tbody>
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Trends in contributions (development only, 1994-2009)

Core

Non-core

Contributions (billions of constant 2008 $US)

Percentage change
(base year is 1994)

Core

Non-core

2. Quadrennial comprehensive policy review

Non-core funding modalities (development only, 2009)

Programme- and project-specific: 77%
Thematic funds: 5%
Local resources: 11%
One UN funds: 1%
Other multi-donor trust funds: 6%

(Total non-core funding for development-related activities: $9.4 billion)
C. Substantive preparations

a) Analytical studies by DESA
   UNDAF process, Resident Coordinator system, harmonization of business practices, funding issues, emerging issues, RBM, review of existing institutional framework for system-wide evaluation

b) Other analytical studies
   Lessons learned from transition from relief to development, mainstreaming of gender equality, joint programmes and achievement of MDGs, lessons learned from MDG-Achievement Fund
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C. Substantive preparations

c) Surveys (online)

Programme country governments
Resident Coordinators/country team members
Operations Management Teams
Civil society organizations
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C. Substantive preparations

  d) **Desk review**
  Of key documents in all areas of 2007 GA resolution 62/208 on triennial comprehensive policy review

  e) **Country missions**
  Thailand, Lao PDR, Ethiopia, Mozambique, Cape Verde, Turkey, Georgia, Peru, Bolivia
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C. Substantive preparations

f) Consultations

Some 25 formal consultations and briefings have been held with Member States and various UN system working groups, networks, task forces etc. between Oct.'11 and Feb.'12
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C. Substantive preparations

Selected preliminary findings

(a) Joint programming instruments (UNDAF)

Government ownership of UNDAFs often weak; limited evidence that UNDAF is driving programming decisions by UN entities during implementation; action plan format may offer more effective approach to link joint programming formulation with implementation; lighter tool may be required in many programme countries with less up-front preparation and lower transaction costs
C. Substantive preparations

Selected preliminary findings

(b) Resident Coordinator system

Estimated 3 per cent of country programmable resources spent on coordination within the UN development system; 8 per cent of core resources of UNDP spent on RC system alone; limited hard data available on benefits of coordination; RC system should be tailored to different country context; where government capacity is strong, UN coordination arrangements can be lighter
2. Quadrennial comprehensive policy review

C. Substantive preparations

Selected preliminary findings

(c) Harmonization of business practices

Co-location to common premises has not led to increased common services in most cases; UNCTs in 72 per cent of programme countries have established Long-term Agreements, however, only for a limited number of services; limited coordination and management capacity at country-level for effective harmonization of business practices; need to focus HBPs initiatives on highest value areas based on cost-benefit assessment.
3. QCPR and specialized agencies

Selected strategic issues

1. Foster enhanced coherence of strategic positioning of UN development system and individual agencies through alignment of strategic planning cycles with QCPR
2. Achieve greater clarity on role of specialized agencies in coordination processes at HQ and country-level
3. Promote enhanced efficiency in delivery of business operations at country-level
4. Enhance supply of pooled funding at country and HQ level
5. Recognize the unique role of specialized agencies in MICs
6. Recognize the importance of healthy balance between normative and operational work of specialized agencies