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**Achievements and remaining challenges for Delivering as One:  
Message from Tirana**

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Excellencies,

Ladies and Gentlemen

I have the honour today to present to you, as the host country of the Conference, an overview of the deliberations and the outcomes of the Vth Intergovernmental Conference on Delivering as One, held in Tirana, Albania, from 27-29 June 2012. I hope you all have had a chance to have a look of its outcome.

During the last four years, we have been implementing the Delivering as One approach, we have organised four conferences in pilot countries gathering the 8 pilot countries and, year after year, an increasing number of self starters, to share our experiences among pilots but also with self starters and the development partners. After all this time, we have agreed of the need and have decided it was time to go beyond the current stage, increase and pursue visibility of the lessons learned, good practices and formulate concrete recommendations of applying this approach to the wider membership in order to contribute to the much desired

reform in the way UN delivers its assistance at the country level. This was the main purpose of the Tirana Conference.

The Conference built upon the summery report of the Independent Evaluation. Its findings were subject to detailed discussions at the Conference.

Although it would not be easy to bring here in details all the content of our rich discussions and deliberations, let me mention the main messages that constitute the bulk of our work in Tirana:

- If the UN development assistance is to be relevant, effective, coherent and sustainable, it is high time now to consider DaO as the right approach and path to engage into what we think is the best way to successfully deal with one of the challenges to attain these goals, in particular, as it was rightly mentioned during this morning, – the fragmentation of the UN system.
- We strongly reconfirmed that there is no going back to the state of business as before DaO, simply because the reformed cooperation among national governments and the UN country teams under DaO approach serves best the interests and development needs and priorities of the programme countries. It aligns the UN development assistance to the countries' development framework and plan of action. At the same time, the DaO better serves the UN Funds, Programs and Agencies on the ground to retain their relevance and coordinate better among all of them, resident and non resident, in order to deliver more efficient and coherent results to development.
- The success of DaO relates also to reduced transaction costs for governments; it has strengthened government leadership and ownership of the process, leading the UN to better deliver on cross cutting issues.

- The conference concluded that priority should be given to the full implementation of the Management and Accountability Framework, as a first and crucial step in order to have a full functioning UNCT where members are mutually accountable. In welcoming further reform efforts at regional and, especially, as much needed, at headquarters level, it was emphasized that fragmentation cannot be overcome only with a bottom up approach.
- In our deliberations there was strong support to promoting the DaO approach as the ‘standard model’ for the UN Development system and translate it into specific, concrete actions at a system wide level, to ensure that the UN is delivering effectively and efficiently to produce maximum development results on the ground. The role of development partners in reducing fragmentation and ensuring coherence to enhance the sustainability of the Delivering as One process was duly recognized.
- Delivering as One has helped to adapt United Nations support to the needs and priorities of countries at various stages of development — from least developed countries to middle-income countries and those in situations of transition, including from relief to development.
- Each of the pillars of Delivering as One — One Leader, One Programme, One Budgetary Framework and One Fund, as well as the United Nations ability to speak with “One Voice” — have proven essential for making Delivering as One a success.
- The Conference highlighted that sustaining the reform process under DaO requires political will and joint action from all stakeholders.

Mr. President,

The Conference adopted its outcome document, which came as a result of a hard work and continuous negotiations first in New York and then in Tirana. Let me take this opportunity and thank on behalf of the Government of Albania, the representatives of the DaO pilot and self-starter countries, who engaged with good will and high professionalism in a very useful exercise, as well as the UN system, which provided technical guidance to our negotiators.

As you have noticed, we have named it “Delivering as One: The United Nations We Want”. It is not just a title, it represents both a wish, an aspiration and, to a reasonable degree, an ambition. The UN system as we know it needs to change and manage to deliver assistance to development as one, in an impactful and relevant way, efficiently and with tangible results. This approach has proved its merits in a quite broad range of countries, of different size and population, with different needs and priorities, and proved to be flexible enough and adoptable to local requirements.

Mr. President,

The Tirana Outcome Document is composed of two parts:

The first one is a declaration of the political will of all DaO countries, which highlights our appreciation, our resolve and our determination to support our years long invested efforts to the DaO approach. It comes out of our conviction that DaO makes the UN Development assistance more efficient, the overall UN action more coherent and it better aligns it with the country’s general development framework.

The outcome document highlights our common determination to go forward, build on the gains made and the lessons learned, and offer to the whole UN membership a view of change, a better alternative to classical action, a reality of benefits for all. We have said it loudly

and we reiterate it firmly: we see no reason to, and we will not go back to work with the UN in a manner prior to DaO; rather, we are determined, based on our experience and the overall positive assessment, to go beyond the current phase and offer our experience and its results to all UN Member States. We hope that this will prove helpful in our deliberations during the forthcoming QCPR negotiations.

The second part comprises a number of recommendations.

Full implementation and further dissemination of the DaO approach calls for changes in system-wide policy reorientation and country-level modalities for the UN Development system's operational activities, so as to reduce the UN fragmentation and provide the necessary support for the UN on the ground. This should be achieved jointly through a proactive process of internal reform by the UN Funds, Programmes and Agencies and through policy guidance resulting from an inter-governmental process.

We call for the formulation of the necessary policy directives, particularly on simplification and harmonization of business practices, financial management, evaluation and reporting and – extremely important – the setting up of mutual accountability RC/UNCT. You cannot pretend to have a team leader, an empowered one as we say, to whom the team members are not accountable.

The presence of a clearly assigned accountability and delegated authority, the implementation of the appropriate management and accountability frameworks, and the provision of necessary human and financial resources, are key to ensure the quality of leadership and effectiveness of the Resident Coordinator System. We call for the full implementation of the Management and Accountability System and its review overtime so as to ensure its improvement.

In this respect, one of our key recommendations consists of calling on the UN Secretary General, who has committed for a second generation of the Delivering as One in his Five Point Agenda for his second term in Office, to mandate the UNDG Chair to initiate and lead a process of thorough analysis among the heads of UN Funds, Programs and Agencies, in order to come up with concrete proposals for creating the appropriate framework at the HQ level that will enable the UNCTs to fully and successfully implement the DaO approach. We expect a first report of this process to be presented before the end of this year.

As a demand-driven process responding to the countries' needs and priorities under the countries leadership, DaO should be a ready-to-go and easy-to-adopt process for countries wishing to join. Therefore, we have defined in details the core elements of each of the six Ones, so that new aspiring countries know what it requires to apply DaO.

A well-functioning UNCT is critical to the implementation of the DaO approach. The UNCT should have clear Standard Operational Procedures, compatible with the requirements of DaO. In particular, it should include a single format for work plans, progress reports, joint monitoring, evaluation, mutual accountability within the UNCT and the harmonization of agencies' result-based management.

We particularly stress the crucial need for a continuous funding of the One Programmes through predictable, non-earmarked funds. We recognize the valuable contribution of the existing and emerging development partners into financing the Delivering as One initiative and we call on them to increase their contribution through the One Fund.

Further, we recommend increasing decentralization of the decision

making processes, as much as possible and as appropriate, as a much needed and an effective way to substantially shorten the approval time of the programs, in order to allow timely implementation. When one knows that most of the time the formal approval of the programs by the respective Boards of the Agencies unnecessarily takes at least one year, there is reason to advocate for a most appropriate decentralized decision-making process at the country level.

We urge countries developing new UNDAFs to consider adopting the DaO approach. They have already drawn significantly from the One UN pilots as a way of delivery through One Plan and One Budgetary Framework

Mr. President,

As the membership embarks on the discussions on QCPR, there are a few messages we want the membership to take into consideration:

Delivering as One is the UN that brings change at the country level. It also represents an effective way to address multisectoral global challenges, which cannot be tackled without joint action and purpose.

DaO approach is a new and more effective way of UN delivering assistance for development that brings relevance, coherence and leads to sustainability. If properly pursued and expanded, it has the capabilities of bringing reform and results.

Delivering as One is a demand-driven process. Never UN has been more proactive to the country needs as it has been while applying DaO. “National ownership” in the Delivering as One context is a reality and an important change.

We are convinced that DaO should become the standard way of the UN Development Assistance. This can be achieved, if what has been successfully implemented at the country level is duly replicated at the headquarters' level.

Therefore, streamlined governance at HQs and further devolution of authority to the downright levels, starting with the regional structures, is of particular importance.

Last but not least, we all agree that funding remains at the heart of this this exercise. Nothing would work as we wish without proper funding. DAO is a reform concept on how UN should better deliver international development assistance. This will remain vague if we do not consider, as it was discussed in more details this morning, on how we will be able to fund the programmes through predictable, non-earmarked and sustained funding mechanism.

Thank you.

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