

# PGA/FES/DESA QCPR Retreat



## **Selected findings** **Secretary-General's report for 2012 QCPR**

**New York, 9 June 2012**

# Presentation Outline

1. **Changing development cooperation landscape**
2. **Funding**
3. **Functioning of UN development system**
  - a) *Resident Coordinator System*
  - b) *UN Development Assistance Framework*
  - c) *Simplification and harmonization of business practices*
4. **Development effectiveness**

**CHANGE**

**AHEAD**

# 1. Changing development cooperation landscape

## Four key features:

- ❖ Emergence of new centres of economic dynamism
- ❖ Intensification of global challenges (e.g. sustainable development) requiring collective action
- ❖ Changing relationship among states, markets and individuals
- ❖ Major growth of new institutional actors

# 1. Changing development cooperation landscape

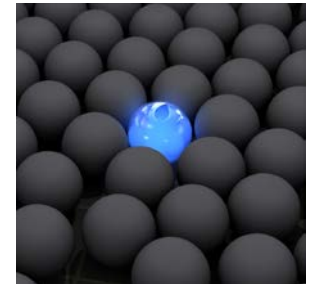
- ❖ Changing development cooperation landscape require actions at two levels
- Long-term strategic repositioning of the UN development system- A high level process at the central level
- QCPR- Create the conditions for such strategic repositioning by harvesting the low hanging fruits.



# 1. Changing development cooperation landscape

## Long-term strategic repositioning of the UN development system

- a) **Functions**
- b) **Funding**
- c) **Capacity**
- d) **Partnership approaches**
- e) **Organizational arrangements**
- f) **Governance**



## 2. Funding

- ❖ Long-term funding trends positive
- ❖ Preliminary data for 2011, core contributions declined in real terms
- ❖ Reflects fiscal constraints in DAC countries
- ❖ Almost all growth in non-core funding
- ❖ Non-core funding remains highly fragmented
- ❖ How to improve the overall quality of non-core funding?
- ❖ Differentiated cost recovery

## 2. Funding

- ❖ Several objectives in GA 62/208 and 64/289 not yet achieved:
  - ❑ Core funding continues to decline
  - ❑ Core continue to subsidize non-core funding
  - ❑ Discussions on “critical mass” of core funding not yet taken place at level of EBs of Fs/Ps
  - ❑ Burden-sharing among donors remains uneven
  - ❑ Predictability of funding not improved since 2007



### 3. Functioning of UN development system

#### a) UN Resident Coordinator system

- ❖ Country-level coordination
  - ➔ Voluntary participation
  - ➔ Inflexible funding and decision-making by consensus
  - ➔ Challenges for accountability for system-wide performance
- ❖ Country-level coordination much dependent on:
  - ➔ Leadership skills of the Resident Coordinator
  - ➔ Capacity of the Resident Coordinator's office
- ❖ General perception that the functional “firewall” could be improved
- ❖ Demand from programme country governments to strengthen the coordination role of the Resident Coordinator

### 3. Functioning of UN development system

- b) UN Development Assistance Framework (UNDAF)**
- ❖ Has enhanced alignment of UN support with national development needs and priorities
  - ❖ Is valued by programme country governments as a framework to enhance UN coherence
  - ❖ Has, however, not served well as a strategic planning tool
  - ❖ Is increasingly adapted to different country context
  - ❖ Accountability for UNDAF results needs strengthening
  - ❖ Strong demand for streamlining and harmonization of UNDAF/country programming instruments & processes

### 3. Functioning of UN development system

- c) **Simplification and harmonization of business practices**
- ❖ Considerable work has been done but **need to demonstrate lasting efficiency gains and cost savings**
  - ❖ **Capacity limitations** in operations management at country level a major constraint to change
  - ❖ DaO and other selected programme countries have shown some results
  - ❖ Significant potential to achieve **cost savings through intra-agency rationalization** of business services
  - ❖ common services at country level can be provided through either **lead agency model or establishment of an inter-agency business centre**

## 4. Development effectiveness

### c) Transition from relief to development

- ❖ Large number of policies adopted since 2007 to enhance coordination among different pillars of the UN system
- ❖ Evidence suggests that improving system-wide coordination and coherence in transition countries remains work-in-progress
- ❖ Mixed views among governments in transition countries whether UN assistance is supportive of national ownership
- ❖ Evidence that cooperation with World Bank has improved in integrated mission countries/areas

**Effective**

**Not as  
effective**

## 4. Development effectiveness

### d) Capacity-building and development

- ❖ Some progress in CD but does not seem to meet the expectations of programme countries
- ❖ Greater focus on capacity development is seen as key to make the UN system more effective at country level
- ❖ General perception that UN system doesn't use national procurement, financial, monitoring and evaluation systems sufficiently

## Gender Equality and Empowerment

- ❖ UN's most important area of work
- ❖ Stronger mainstreaming activities through networks
- ❖ Dao promoted mainstreaming
- ❖ Gender scorecard – UNCTs are lagging behind

## 4. Development effectiveness

### d) South-South cooperation

- ❖ Continued growth of South-South Cooperation
- ❖ South-South cooperation is not yet a significant element of UN country-level programming
- ❖ South-South cooperation needs to be transformed into a modality for regular UN programming

### e) Regional dimension

- ❖ Gaining increasing importance





## 4. Development effectiveness

- f) Results-based management and evaluation**
- ❖ Broad based demand for UN system to strengthen RBM
  - ❖ Implementation of RBM not sufficiently focused on managing for results
  - ❖ Strong demand for inter-agency harmonization of results reporting

## 4. Development effectiveness

### f) Results-based management and evaluation

- ❖ UN absorptive capacity challenged with growing number of evaluations
- ❖ Varying Quality of UNDAF reflects weak country level monitoring and evaluation systems
- ❖ Governments prefer joint-evaluation
- ❖ Mechanisms needed to meet the increasing demand for independent system-wide evaluation



# Wisdom for the Road

**Change is the essence of life**

**Be willing to surrender what you are**

**for**

**what you could become**

