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**Session 2:
Achievements and remaining challenges for Delivering as
One: messages from Tirana and Montevideo**

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Montevideo in November 2011, Uruguay**

- **H.E. Ambassador Desra Percaya, Vice-President, ECOSOC
(Moderator)**
- **Gazmend Turdiu, Secretary General, Ministry of Foreign Affairs,
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I first would like to greet Ambassador Percaya and Mr Turdiu as well as all distinguished delegates at this segment. I am very honoured to have been asked to speak today at the ECOSOC Operational Activities Segment on progress and challenges of Delivering as One (DaO).

On behalf of the government of Uruguay, I would like to especially thank Secretary General Turdiu, and through him, the government of

Albania and the UN System in Albania for organising a very successful Fifth DaO Conference in Tirana. You made us feel very welcome in your country and enabled the best of environments to debate a wide range of matters concerning the DaO initiative and come together with a strong political message embedded in the Conference outcome document.

I will start addressing the question of the main achievements and remaining challenges of the Delivering as One process by sharing with you why DaO is a relevant and successful experience for Uruguay. Then, I will sum up some of the main messages of the Montevideo and Tirana conferences on DaO held in November 2011 and June 2012, respectively. But first, I would like to share with you, our experience.

[For Uruguay, the United Nations System plays a leading role in development policy and practice. The UN is - in our view - the most legitimate organisation to shape and discuss the global development agenda for it has equal representation, universal presence and a longstanding experience in the field. These are undisputable values that we must preserve and improved.]

Yet, at a time when the international cooperation architecture is under discussion and the role of multilateralism is increasingly contested, the

UN System needs to reform itself, so that its leading role in development is preserved and even improved. As we stated in Tirana, we believe that DaO is a right step in the right direction. It may not be the single nor the ultimate UN reform. However, the DaO reform is a significant process for the UN System to become more effective and efficient and deliver better with a results-based management approach at the operational level.]

Distinguished delegates,

As you may well know, the DaO reform is based on five interrelated pillars: One Programme, One Leader/One Voice, One Budgetary Framework, One Fund and One Office, conceived to enhance efficiency and effectiveness as well as coherence of the UN System at country level while reducing transaction costs.

This has been the case in Uruguay. Through joint programming, we have identified, designed and delivered development results in 16 different programmes involving 12 resident and non-resident UN Agencies, in priority areas such as economic development strategies and energy policies, environmental sustainability monitoring, sustainable production and employment, education and social

development, gender equality, food security and civil society strengthening, to name some.

According to the Multi-Partner Trust Fund, the One Coherence Fund in Uruguay, which has been crucial in funding the DaO initiative with funds of Spain, Norway and The Netherlands as well as the Expanded DaO Funding Window, has delivered circa US\$ 14 million over five years, of which Uruguay has executed 94,8% to date.

Uruguay signed in 2010 its second UNDAF. Based on the programmatic harmonisation and coherence achieved during the pilot experience of DaO, the UNCT agreed to advance the joint programming through the launching of the first UNDAF for the same period aimed at making the UNDAF outcomes operational. Both the UNDAF and the UNDAF are aligned with national priorities established by the Uruguayan Government for 2011-2015. As a matter of fact, the UNDAF was drafted jointly by government and UN experts while the five-year national Budget was being discussed, to ensure that the outcomes reflected the government's priorities.

To Uruguay, the UNDAF and UNDAF reveal that in a so-called "high-middle income" and "high human development" country, the added value of the UN System strongly relies on its capacity to support the

design, execution and evaluation of high-quality public policies. It also relies on its ability to strengthen national capacities and encourage dialogue among different stakeholders as well as on the promotion of best practices throughout the territory. All this is done drawing from its widespread development expertise.

Let me stress that the One Programme pillar implied a major challenge for the government in Uruguay. We had to learn how to operate as “One Country”, and that involved vision and leadership from the part of the newly created Uruguayan Agency of International Cooperation in fostering dialogue and permanent coordination with all public administration and civil society as well as with the UN System in the field.

We can firmly state that the DaO process catalysed and supported the institutional transformation the country needed to face the various complex challenges taking place at the global development cooperation arena. We needed better institutions and processes, able to align development cooperation to actual development needs of our country to secure appropriation, and to help make development cooperation more effective. DaO was Uruguay’s first experience to gradually put these skills to the test. Five years ahead, we can say that government leadership and ownership of the process were key to a successful

implementation of the DaO reform. Since then, we have adopted this way of doing business with the rest of our cooperation partners.

As far as the One Leadership pillar concerns, for us, it was of key importance to find “One Leadership” in the Resident Coordinator (RC) and his/her office. This made the process run as smoothly as possible, respecting and benefiting from differentiated mandates and expertise to address the multi-dimensions of development challenges. The DaO initiative could not have worked and moved forward without a RC adequately empowered, and without a bold commitment from the UNCT. Having said that, further progress needs to be made on this pillar to strengthen the role and responsibilities of the RC.

At the same time, One Budgetary Framework and One Fund pillars have been key in delivering results and enabling government ownership and leadership of the process. Un-earmarked funds enabled our country to deliver programmes at very high execution levels with results that were later sustained with own budgetary funds. The Coherence Fund has proved to be a useful instrument with a reliable governance scheme based on a Steering Committee, a Consultative Committee at the global level and a Management Committee at the programme level. This, in turn, fostered results-based management. This platform has been adopted for other funds such as the Secretary

General (SG) One Trust Fund to End Violence against Women which currently funds a 1 million dollar project in Uruguay, or to the recently concluded Cultural Industries project funded by the MDG Fund.

In Uruguay, good progress has been made in the One Office pillar towards harmonising some procedures with close collaboration from the government, in particular human resources hiring and goods and services acquisition processes. However, further de-centralisation needs to be given to the UNCT to advance this pillar.

Distinguished delegates,

Progress has been made since last ECOSOC operational activities segment in 2010. DaO pilot countries have led their own country-led evaluations, 24 self starters joined the DaO initiative, and the Independent Evaluation was undertaken, bringing together relevant information and making useful recommendations. We gathered in Montevideo and Tirana to thoroughly deliberate and evaluate progress, challenges and the way forward.

Let me share with you some of the main messages put forward by the Montevideo conference.

I. The commitment to strengthen multilateralism and the reaffirmation of the United Nations, as the most legitimate, universal and representative forum to discuss the development agenda. Therefore, renewed political commitment at the highest level needs to be put in place to ensure that the UN continues to play its leading development role, in accordance with national priorities.

II. DaO initiative has been established as a starting point for a more effective and efficient global role of the UN in the field of development. It has reasserted government leadership, led to better alignment of national priorities and UN efforts and globally enhanced the effectiveness of UN support. The DaO experience has helped in improving coherence, harmonisation and efficient implementation, generating better development results.

III. The UN has significantly enriched the conceptualisation of development by promoting a vision of equitable and sustainable human development. Criteria such as per capita income do not reflect the actual needs and priorities of developing countries. Therefore, it is necessary that the UN takes into account the development needs of all developing countries in its allocation of resources.

IV. Pooled funds have enhanced governments' capacity to coordinate and align international aid to respective national priorities. Funding remains a key element for DaO. The provision of core un-earmarked, predictable, multiyear and sustained funding is needed.

V. An empowered Resident Coordinator, adequately staffed and funded, as the primary UN interlocutor with the government is fundamental to ensure System Wide Coherence at the country level. This can only be fully achieved with a greater and clearer delegation of authority to UNCT by the respective Headquarters.

VI. The lessons learned in DaO initiative must be widely shared, including through South - South cooperation and the willingness to engage constructively in this exercise. South-South and triangular cooperation, their principles, modalities of collaboration and partnerships are different and are a complement not a substitute to North-South cooperation. South-South cooperation initiatives, developed in the DaO framework, have proved to be useful and have a potential for transferring knowledge among the pilot countries, self-starters and other countries

VII. There is no going back to doing business as prior to DaO. Based on the experience, achievements and lessons learned, DaO must go

beyond the pilot phase. Moreover, DaO experiences and lessons learned should be taken into account in 2012 Quadrennial Comprehensive Policy Review (QCPR) negotiation in order to improve coherence and efficiency of the UN operational activities for development.

Some of these main messages were taken forward and enhanced in Albania, as Mr. Turdiu brilliantly exposed in his speech. Let me please, finalise by stating what our government values as the most important messages of the Tirana conference and the way forward.

The pilot phase of DaO is coming to an end and we strongly advise to carry DaO forward and upwards to the Headquarters' level. After five years, we learned that reform at country level has not been duly replicated at the Headquarters level, revealing complex systemic issues that affect the development of a consolidated vision and approach of the UN system.

POLITICAL MESSAGE

It is important to reach a new mindset at all levels of the UN system in which the DaO approach is envisaged as an inclusive participatory scheme where all different UN Funds, Programs and Agencies work together, maintaining their identity and making the best use of specific comparative advantages.

There is a need to adopt change at the Headquarters' level leading to the formulation of policy directives, particularly on simplification and harmonization of business practices, financial management, evaluation and reporting and setting of mutual accountability.

One of the main messages of the Tirana Conference is the call on the UN Secretary General to mandate the UNDG Chair to initiate and lead the process of a thorough analysis amongst heads of UN Funds, Programmes and Agencies in order to come up with Standard Operational Procedures for the UNCTs that will enable them to successfully implement the DaO approach.

We envisage the need to strengthen the role and the responsibilities of the RC in accordance with the specific requirements of successful

implementation of the DaO approach and the crucial need for a continuous funding of the One Programmes through predictable, non-earmarked funds.

Let me finalize by quoting the last paragraph of the Tirana conference:

“We commit our continued firm support to the DaO approach as a new and more effective way of UN delivering sustained assistance for development, bringing relevance, effectiveness, coherence to the operational activities of the United Nations for development. In this regard, as strong advocates of what DaO has achieved at the country level and of what it can further achieve if properly pursued and expanded, we have agreed to set up a DaO coordination mechanism in order to better reach out to the large UN membership”.

I sincerely hope that all these issues are taken into account at the 2012 QCPR of the UN General Assembly.

Thank you very much for your attention.