

**V HIGH-LEVEL INTERGOVERNMENTAL CONFERENCE ON  
DELIVERING AS ONE: TIRANA CONFERENCE**

**Plenary Session 2: Impact and Sustainability of Delivering as One**

**Remarks by Debbie Landey, Director of the United Nations Development  
Operations Coordination Office (DOCO)**

**Tirana, Wednesday, 27 June**

**Thank you, Madam Chair.**

**It is a great honour for me to have this opportunity to speak today  
as part of this distinguished panel.**

**I wanted to take this opportunity to pay special tribute to the  
leadership of the countries who have driven this change  
management endeavor.**

**I remember well my visit to Tirana in May 2009 and learning the  
views of Prime Minister Sali Berisha. He was convinced even then**

**the approach had led to a strategically positioned United Nations development system in this country, delivering better results for the key challenges facing Albania.**

**I also want to recognize the development partners who have supported us all and in particular leadership on the ground, including through**

- the funding that has gone through DOCO;**
- the Expanded Delivering as One Funding Window; and**
- contributions to the One Funds in countries.**

**And to the UNDG, the Chair Helen Clark, Principals, Advisory Group, Regional Teams, colleagues across the system who have worked on this and above all the magnificent UN Country Teams in the now 30 plus countries implementing this approach – some 20 per cent of countries - thank you on behalf of us all.**

**Much has been said about impact. As a former Resident**

**Coordinator and Deputy Executive Director of UNAIDS, to me one of the most important achievements relates to the improved coverage of cross cutting issues. As many of the challenges of our time are cross cutting, this is an important element of effectiveness.**

**On sustainability, and as other speakers have already indicated, the UNDG is fully committed to taking whatever elements of this approach forward, which member states may see fit.**

**At the heart of the UNDG strategic priorities these past few years, in response to the call of member states through the TCPR, has been our effort to maximize our collective impact on the ground in support of country efforts to accelerate MDG achievement.**

**One of the key entry points was support to countries leading this Delivering as One initiative.**

**The UNDG – the some 30 agencies which work on development**

issues in the UN system – at all levels worked to position the UN strategically in countries in respect to country demand, to focus more on the provision of policy advice and on the normative agenda and in a joined up way, to ensure the Resident Coordinator system in countries was adapted to country context.

To support the positioning, the UNDG worked to deliver a new generation of programming, funding and leadership instruments, and progress on business practice reform to enable the shift, all tested in the pilot countries.

With respect to the programming instruments, the combination of horizontal and vertical systems has led to high transaction costs.

This is why, in response to country requests for simplification, and as the Advisory Group Chair has already mentioned, the UNDG has embarked on a process of reviewing how these instruments can be further harmonized and simplified. Your call here, for us to focus on simplified reporting will be heeded by this group.

**On funding instruments, the Common Budgetary Framework was found to increase transparency of resource requirements of the entire UN system. The One Fund was found to increase the flexibility of governments and UN Country Teams.**

**In studies commissioned by the UNDG, it has been found that pooled funding mechanisms, including One Funds, reduce transaction costs for governments and development partners.**

**A recent review of the Expanded Funding Window by one of its major contributors concluded that the funding mechanism had made substantial progress both in terms of management at the global level and in terms of capturing the results of its contribution to country level results, even though there is still room for further improvement.**

**On the reform of business practices, the UNDG focused on reforms**

**in the pilot countries and, in full partnership with HLCM, global replication of good practices.**

**Clearly, we need to aggressively attack the next generation of business practice reform, and the UNDG and HLCM are driving this next set of efficiencies.**

**On the critical issue of our leadership, the UNDG put in place a number of key instruments to enable and support strong leadership on the ground, including the Management and Accountability System.**

**It is the vision of mutual accountability, including the concept of the functional firewall for UNDP as the funder and manager of the Resident Coordinator system, which constitutes the framework for the leadership of the UN development system.**

**The vision for the role of the Resident Coordinator is complemented by a vision for the UN Country Team, whereby organizations are accountable to achieve agreed results that support national priorities and plans.**

**A top priority for the UNDG is the full implementation of the Management and Accountability system.**

**The UNDG is continuously focused on improving the quality of leadership on the ground, refining the instruments for the selection, induction, training and appraisal of Resident Coordinators and UN Country Teams.**

**The UNDG has encouraged its leaders on the ground to use their convening power to engage other actors to create a multiplier effect in tackling the issues.**

**With regard to the support for this leadership, and further to the**

**ECOSOC resolution of 2011, we are close to completing the cost-sharing review for a predictable and sustainable way of funding support for the leadership on the ground.**

**Preliminary evidence from survey data, interviews and focus groups, suggests that the required capacities are significantly lower than in the pilot countries but [slightly] higher than what most UN Country Teams currently have.**

**UN Country Teams report that what's needed most is additional capacity for strategic planning and positioning of the UN system in the country, monitoring and evaluation, and communicating what we achieve.**

**On this issue of sustainability, there are a number of key recommendations for the UNDG in the Independent Evaluation.**

**These include:**

- addressing the different dimensions of how we support these elements of Delivering as One, member states choose to take forward;
- on programming, providing further focus on joint planning/programming, monitoring & evaluation systems, and communicating results;
- on funding, supporting use of the Common Budgetary Framework including the One Fund and coherent funding.
- on business practices, continuing together with HLCM the far-reaching reform of business practices;
- on leadership, further strengthening mutual accountability across the UNDG at all levels, strengthening the horizontal accountability of Resident Coordinators and UN Country Teams; and supporting the Regional UNDG Teams to perform their oversight functions.

We look forward to the discussion today and tomorrow on these key recommendations and what member states consider most important.

**As the UNDG Chair said this morning, the UNDG is committed to leading the next generation of reform member states ask of us.**

**Thank you, Madam Chair.**