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Presentation to UNCTs on the Quadrennial Comprehensive Policy Review (QCPR)
13 March, 2013

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Key Message

"**Member States want a strong UN development system which is strategically relevant, nimble, ready and able to help deliver sustainable development results.**"

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Presentation outline

Historical Overview of the UN Development System Policy evolution

Overview

Key decisions on: DaO, UNDAFs, Efficiency, Funding, Accountability, RCs and UNCTs, Transition Countries
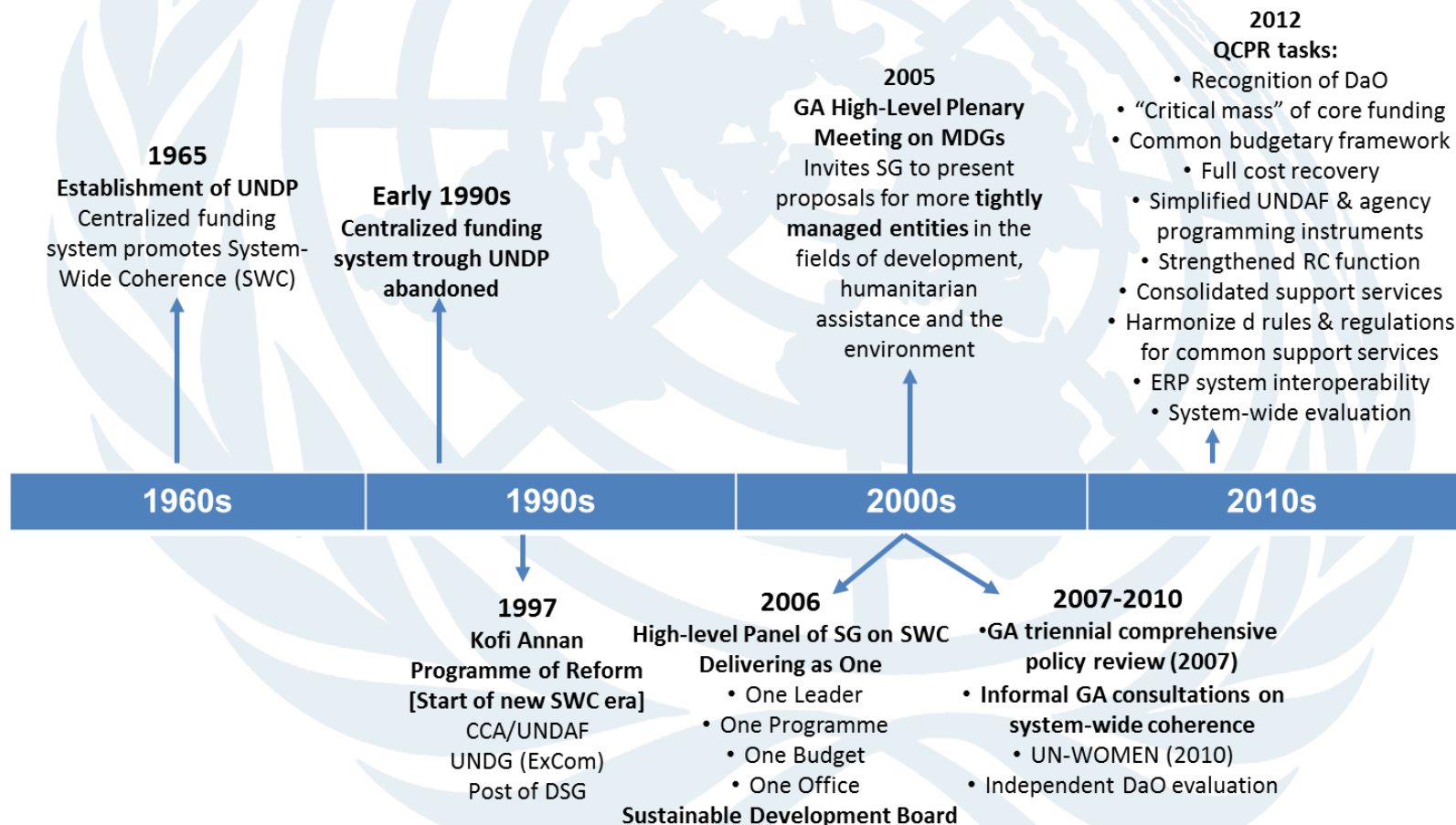
Follow-up

Operationalization

Monitoring & Evaluation

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Historical overview
UN Development System Policy evolution

1965
Establishment of UNDP
Centralized funding system promotes System-Wide Coherence (SWC)

Early 1990s
Centralized funding system trough UNDP abandoned

2005
GA High-Level Plenary Meeting on MDGs
Invites SG to present proposals for more **tightly managed entities** in the fields of development, humanitarian assistance and the environment

2012
QCPR tasks:
• Recognition of DaO
• "Critical mass" of core funding
• Common budgetary framework
• Full cost recovery
• Simplified UNDAF & agency programming instruments
• Strengthened RC function
• Consolidated support services
• Harmonize d rules & regulations for common support services
• ERP system interoperability
• System-wide evaluation

1960s	1990s	2000s	2010s

1997
Kofi Annan
Programme of Reform
[Start of new SWC era]
CCA/UNDAF
UNDG (ExCom)
Post of DSG

2006
High-level Panel of SG on SWC
Delivering as One
• One Leader
• One Programme
• One Budget
• One Office
Sustainable Development Board

2007-2010
•**GA triennial comprehensive policy review (2007)**
• **Informal GA consultations on system-wide coherence**
• UN-WOMEN (2010)
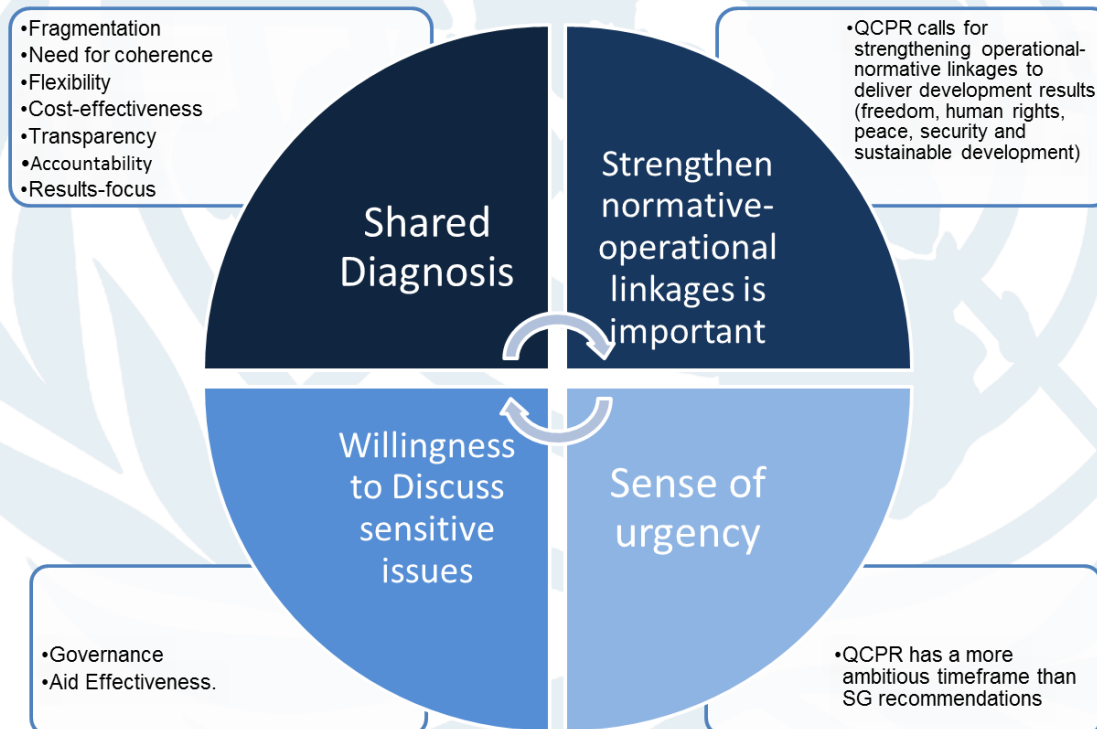• Independent DaO evaluation

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Overview (1 of 2)

The QCPR of UN operational activities for development:

❑ WAS adopted by the General Assembly (GA) on December 2012.

❑ IS the mechanism through which the GA:

❖ assesses the effectiveness, efficiency, coherence and impact.

❖ establishes system-wide policy orientations for the development cooperation.

❑ Calls for major changes in the UN development system for increasing its coherence and efficiency

Overview (2 of 2)

The QCPR reflects Member States consensus

- Fragmentation
- Need for coherence
- Flexibility
- Cost-effectiveness
- Transparency
- Accountability
- Results-focus

Shared Diagnosis

Strengthen normative-operational linkages is important

- QCPR calls for strengthening operational-normative linkages to deliver development results (freedom, human rights, peace, security and sustainable development)

Willingness to Discuss sensitive issues

Sense of urgency

- Governance
- Aid Effectiveness.

- QCPR has a more ambitious timeframe than SG recommendations

Resident Coordinator System (1 of 2)

The QCPR **enhances** the planning and coordination function of the **UN Resident Coordinator** by :

❑ Enabling the Resident Coordinator to:

  ❖ Propose amendments to projects and programmes to ensure **alignment with UNDAF**.
  ❖ Propose amendments to UNDAF and its action plan to ensure **alignment with broader UN strategy and national priorities**.

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Resident Coordinator System (2 of 2)

The QCPR calls for:

❑ **Enhancing** the capacity of UN RC offices.

❑ **Improving** UN RC reporting on system-wide results at the country level.

❑ Full implementation of the **Management and Accountability System,** including the "functional firewall".

❑ Further **decentralization of authority to UN entities' field representatives** on programmatic and financial matters.

❑ UNDG to submit proposal on **funding of UN RC systems**.

Delivering as One (1 of 2)

❑ The QCPR gives intergovernmental recognition of the **"Delivering as One"** model for the first time, though it remains a **voluntary option.**

❑ The QCPR requests the UN system to:

 ❖ **Develop an integrated package of support** to DaO countries including standard operating procedures (SOPs) and DaO-specific guidance; and

 ❖ Identify and address **challenges and bottlenecks** at the HQ level.

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Delivering as One (2 of 2)

❑ The SOPs will shift the focus from **joint planning to joint delivery of results** under the **One Programme** through:

  ❖ **Empowered** Results Groups and Resident Coordinators;

  ❖ **Joint approaches** in business operations, funding and communication;

  ❖ Establishment of **common monitoring and evaluation mechanism**; and

  ❖ **Harmonization** of results reporting by introducing an **Annual UN Country Results Report.**

❑ A number of enabling actions **to be addressed by Headquarters of agencies** are contained in the SOPs (to be circulated over coming days).

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UNDAF (1 of 2)

The QCPR calls for:

❑ Strengthening **consultation** with national Governments and stakeholders to **ensure alignment with national development needs and priorities**.

❑ An active and **full participation** of national Governments in the implementation, monitoring and evaluation to enhance **national ownership**.

❑ Ensuring full **alignment of operational activities with national priorities**, challenges, planning and programming.

❑ Strengthen **joint programming processes** to promote greater coherence, efficient, and cost effective.

❑ Promoting **better division of labour** within the UN system.

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UNDAF (2 of 2)

The UN development system to improve the UNDAF as a strategic framework by:

- ❑ **Simplifying** the UNDAF process and format.

- ❑ **Harmonizing** agency-specific instruments with the UNDAF.

- ❑ **Developing** a common approach for measuring results.

- ❑ **Mainstreaming** South-South and triangular cooperation into country-level programming.

- ❑ **Strengthening** the use of the gender scorecard.

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Business Operations (1 of 2)

The QCPR calls for:

❑ Intra-agency rationalization of business operations.

❑ A common definition of **operating costs** and **standardized system of cost control.**

❑ **Delegation of authority** in areas of **programming and allocation of resources** to field representatives.

❑ Enhanced investment in **staff development.**

Business Operations (2 of 2)

The QCPR calls UN Agencies **to reduce costs** by:

❑ **Consolidating common support services** at country level (eg. lead agency, business center, outsourcing).

❑ **Unifying** rules, regulations, policies and procedures governing common support services.

❑ Improving the **interoperability of Enterprise Resource Planning systems** (eg. Atlas, WINGS, etc).

❑ Develop strategies for **common premises** in programme countries.

Regional Dimension

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Transition Countries

operation and coordination among
stance, peacebuilding efforts, and
aster risk reduction activities.

nning and coordination between **UN agencies**
ntities/missions through further simplification
n of programming instruments, processes and
s.

y-owned transitions based on country-led

rational partnerships with other multilateral
particular WB, and improved coordination
ds assessments**.

UNCTs

lanning and programming
velopment needs and priorities.

**pport work and policy expertise
al level.**

vided by the **Regional UNDG**
UNDAFs, performance
g in country specific contexts).

across the organizations in all
nsolidation of support services.

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Funding

The QCPR calls for:

❑ Funds and Programs to **define** the concept of **"critical mass"** of core funding in 2014.

❑ New **burden-sharing frameworks between agencies** to be established in 2013.

❑ **Integrated budgetary framework** at HQ and **common budgetary frameworks** at country level to be established.

❑ Funds and Programmes to Options to **incentivize core contributions** to be developed, and establish **cost recovery frameworks.**

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Results/Accountability

The QCPR calls for:

❏ Develop robust **results frameworks** that demonstrate complete **results chains** at the output, outcome, and impact levels including indicators with baselines, milestones, and targets for monitoring.

❏ Streamline **monitoring, measurement and reporting** on system-wide results.

❏ Develop a **policy for independent system-wide evaluation** through establishing an interim coordination mechanism that pilots such evaluations.

❏ Funds, Programmes, and Specialized Agencies to include in **regular financial reporting** to governing bodies information on actual **cost recovery amounts**.

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Development effectiveness

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Monitoring of QCPR Implementation

The QCPR requests the Secretary-General to:

- ❑ Submit **annual report** to ECOSOC on **QCPR implementation**.

- ❑ Conduct **biennial survey** of programme countries/UNCT's.

- ❑ Strengthen **quality of system-wide reporting** on funding, performance and programme results.

- ❑ Present a proposal for establishment of **common monitoring, evaluation and reporting mechanisms** on DaO implementation.

- ❑ Submit a comprehensive analysis on QCPR implementation in 2016.

Operationalization of the QCPR

nto the **UNDG Strategic Priorities.**
the two-year UNDG work plans.
ork plans will also include inputs
ng mechanisms, Regional UNDG

anisms, Regional UNDG Teams
work plans with the UNDG
13-2016.

Operationalization of the QCPR

Follow-up

❑ Funds, Programmes, and Specialized Agencies to **report annually** to governing bodies on progress in the implementation of GA resolution 67/226.

❑ Funds, Programmes, and Specialized Agencies to ensure that their **strategic plans are consistent and guided by QCPR decisions**.

For more information, please visit the UNDG website:

More on the QCPR can also be found at the

THANK YOU