

## 'DELIVERING as ONE' STOCKTAKING EXERCISE & PRIORITIES FOR 2008 Summary of Key Points

### WHAT IS BEING DONE DIFFERENTLY?

#### **Programme**

Increased alignment of UN priorities with those of the countries has been the single most important change in DaO's programmes. The One UN Programme allowed space for cross cutting themes, the normative agenda, and increased possibility for upstream work required by governments. Joint communications strategy for policy advocacy initiated.

Institutional mechanisms for programme implementation, including Common Operational Document (a single consolidated implementation plan), reporting lines and accountability frameworks are being put in place.

#### **Government leadership/ownership**

Government engagement and ownership of the programme, including in monitoring and oversight have become stronger. In some instances, government leadership and its overall coordination role has been undertaken at higher levels.

Communication between the UN and government, as well as interaction of government with donors and other stakeholders has improved through enhanced government coordination mechanisms. The engagement of line ministries has been uneven.

#### **Agency Involvement, Teamwork and Leadership**

Increased recognition of Resident Coordinator as the leader and greater accountability of RC and agencies

Increased understanding and appreciation of agencies business models, mandates, expertise and comparative advantages. Agencies are working better together. Contribution and participation of NRAs and specialized agencies have increased.

Pilots have allowed UN system to have a much clearer division of labor, allocation of roles and responsibilities, and commitment to common and individual results with accountability of each agency. More coordinated planning process, increased attention to quality of implementation, coordination in implementation, programmatic and financial accountability and reduction of overlap.

#### **Funding**

With the introduction of new mechanisms, i.e. joint budgetary framework, One Fund, etc., partners including governments now have a full and transparent overview of UN activities, financing and funding gaps. The emerging new approaches allow for programming for gaps and joint resource mobilization at country level. Resource mobilization, including in partnership with the UN, is increasingly becoming high on Governments' agenda.

Some donors have made resources available to fund pilot projects and committed themselves to increase programme funding through non-earmarked window.

### WHAT ARE THE MAJOR OBSTACLES/CHALLENGES?

Slow speed of reform and change in HQ systems, including related to approval processes, reporting requirements, human resources and IT. Insufficient guidance and sometimes untimely support from HQ and Regional Offices. Sometimes conflicting communications from agencies' HQs and Regional Offices.

Pilot countries experienced heavy workload at all levels emanating from DaO. Increase in short-term start-up costs for UN agencies, including the transaction costs related to some agencies' internal reorganization.

Striking the balance between inclusiveness and strategic focus is still a challenge. Inclusiveness has restricted the ability of the RC/UNCT to prioritize and streamline the UN's role and activities. Increased number of agencies being involved in One UN processes sometimes proved to be difficult to be managed by governments or RC offices, especially in countries with small UNCTs.

Increased clarity still required on RC authority and accountability. The issues of firewall, conflict of interest, arbitration and dispute resolution, including after the initial allocation of responsibilities and funds still need to be addressed.

High expectations on funding availability both from the Government and the UN system can lead to unrealistic programming. The capacity of the 'new system' to mobilize resources to cover the funding gap as well as the effectiveness of the resource allocation mechanisms if gap is not funded fully can make prioritization difficult increasing the probability of resource mobilization conflicts among agencies.

Of the four 'Ones', progress on the 'One Office' is the slowest. Country level harmonization of business practices needs faster and more pro-active engagement from HQs.

### **WHAT ARE THE MAJOR LESSONS LEARNT?**

The experience of Rwanda in building One Programme in conjunction with the UNDAF roll out has proven to be a more rational way of building coherence rather than starting it in the middle of a five-year programme. If new generation UNDAF guidelines would be fully utilized by the pilots, probably no One Programmes would be needed. The new UNDAF Guidelines provide sufficient tools for building programme coherence at the country level.

Government leadership/involvement is key to the DaO process: it determines the scope and nature of the One Programme. Future focus should be on the quality of government involvement and on the issues of UN assistance alignment with national development priorities/strategies. Wider inclusion of line ministries, and not just central ministries, is advantageous to defining and implementing One Programme.

Greater RC and UNCT accountability, clearer definition of roles and responsibilities have been valuable in UNCT team building and mutual trust, which are essential conditions for the UN system to deliver as one.

While the strategy of providing little or no guidance to the pilot countries have allowed countries to explore solutions optimally, it is clear that the UN Country Teams could also have benefited from some HQ guidance and more robust and regular communications, more inter-agency missions, as well as faster response to the issues and systemic changes required by countries.

It is too early to comprehensively assess transaction costs and any efficiency gains. However, it will be important to map and understand these in order to properly advise and plan for the future.

Given the workload experienced by the UN agencies in DaO's first year, implying challenges to transaction costs as well as taking away precious time away from implementation, it is vital that in the second year the UN agencies and UN Country Teams focus on delivery of results while completing some of DaO processes.

In pursuance to the TCPR resolutions of 2004 and 2007 the three priorities for 2008 are as follows:

**1. Ensuring good implementation of the One Programme with continuing government ownership and leadership and mapping and addressing the issue of transaction costs in pilot countries .**

- Continue with the Change Management Process/Capacity assessment with Daiberg
- Conduct of the evaluability exercise as well as process evaluation.
- Periodically review implementation and review from time to time the different strategic intent (including effectiveness, efficiency and transaction costs, including workload) and how these are being managed
- Accelerate the implementation of changes required for Common Premises and Shared Services
- Support to Cape Verde and Pakistan on the conclusion of the One Programme, particularly the prioritization
- Review of Joint Office Model
- Conclude different pending matters in several countries related to MOU, etc.
- Provide the 2008 transformation funds

**2. Facilitate the robust application of lessons being learnt from the pilots to all other countries especially in the UNDAF roll out countries**

- Organize the lessons from the pilots and other countries that have worked on coherence and effectiveness, and systematically provide them to all countries for application
- In **UNDAF roll out countries** provide resources for a robust change management support as they undertake the UNDAF formulation and produce other outputs required in effectively delivering results as one
- Nurture other countries that are working and producing innovations that will strongly pursue the TCPR 2004/2007 by supporting them with discretionary funds to RCs and their UNCTs

**3. Provision of timely and needed system change and support to the pilots and countries that are innovating by Headquarters**

- Accelerate the speed of reform and change in HQ systems, including financial rules and regulations, reporting requirements, human resources and IT. Facilitate guidance and timely support from HQ and Regional Offices to the countries. UNDG Heads need to ensure DaO supportive communication is provided to all the offices.
- Common to all countries is the speedy action on the different bottlenecks from HQ that the RCs have identified in their October 2007 meeting in Geneva and in New York. Immediate to this is the better organization of work in UNDG simplifying the organizational structure to better deal with the real time nature of the demands in the countries.
- This also implies the need for the regional director teams (RDT) to organize themselves for better and more organized support to the countries.