



UNITED NATIONS
DEVELOPMENT OPERATIONS
COORDINATION OFFICE

Delivering as One

on the **MDGs** and the **Post 2015** agenda

March 2014

- Improving the UN system's **focus** on working together towards achieving **national development results**.
- **Aligning** UN activities **with national priorities** and **avoiding duplication**.
- Making best use of the **mandates** and **expertise** of the **entire UN system** to deliver results.
- Creating **integrated policy solutions** and **responses** needed to address **multi-dimensional challenges**.
- **Promoting** the **values, norms** and **standards** of the UN in a coherent and consistent manner.
- Increasing the **transparency, predictability** and **accountability** of the UN system.
- Using the convening role of the UN to facilitate the **inclusion of all relevant stakeholders**, including global and regional practitioners and non-state actors.
- **Reducing transaction costs** for governments, development partners and, based on the new Standard Operating Procedures, also for UN Country Teams.
- Establishing a **clear division of labour** based on the **comparative advantages** and **capacities** of each UN agency.
- Achieving **efficiency gains** and **cost savings** through harmonized business practices and integrated operational support services.

- The Delivering as One pilot phase was initiated by the UN Secretary-General in 2006 and was successfully concluded by the **independent evaluation** carried out in 2012.
- The original eight Delivering as One pilot countries have been **joined by 28 others** that have **voluntarily** adopted the approach.
- Each country has generated valuable experiences and lessons learned. Collectively, these countries have **demonstrated viability** and **adaptability of Delivering as One** in different UN Country Teams and country contexts.
- In the 2012 quadrennial comprehensive policy review (QCPR) resolution, the UN General Assembly gave (for the first time) **intergovernmental recognition** to Delivering as One as a well-tested working modality and business model, even though it remains a voluntary option.

- The QCPR recognizes that the DaO approach **capitalizes** on the complementary **strengths** and **capacities** of UN funds, programmes, and specialized agencies to increase overall UN **development impact**.
- The DaO approach has also been successful in **reducing** programme **transaction costs**, **boosting engagement** with governments, improving the effectiveness of the UN system's work on cross-cutting and normative issues, maintaining consistent efforts in capacity development, and ensuring **lower overhead costs** for the UN.
- There will be a robust and coherent **monitoring and evaluation** framework with regular results reporting to ECOSOC.
- As of March 2014, **37 countries** have made formal requests to implement Delivering as One, while several UNCTs in other countries are implementing key elements of the approach.
- The acceleration towards the MDGs and the **Post 2015 agenda** on sustainable development calls for more integrated policies and collaborative efforts and solutions that address complex development challenges. This **demands** the UN **works more closely together** at both local and global levels.
- The use of integrated strategic approaches for development enables the UN to **bridge operational activities** and **normative work**, and allows the organization to use all of its expertise and capacities to make a collective contribution.
- The UNDAF guidelines **strengthen coherence** within the UN, lead to **closer alignment** with national priorities and foster **greater accountability** by articulating shared results and defining policies and programmes that **deliver** them.
- Delivering as One **increases** the opportunities to fully **access** the range of **mandates** and **capacities** of the UN by **leveraging the comparative advantages** of each agency to plan, manage and deliver on shared results.
- The Standard Operating Procedures (SoPs) provide an **integrated package of support** to enable UNCTs and governments to realize this potential at the country level.
- The SOPs, while providing an integrated guidance package, allow for the optimal amount of **flexibility** so UNCTs and governments can **adapt** the model to suit a **country's needs**.
- **Over 80 countries** are developing **new United Nations Development Assistance Frameworks** or **One Programmes** in the next two years. All of them will draw upon the SOP guidance package during this process. This provides a tremendous opportunity for countries to adopt the SOPs and improve how the UN works at country level.

- The **Common Budgetary Framework** (covering programme, operations and communication) allows for a more **inclusive** approach to UN engagement, **better planning, prioritization** and **monitoring** of results and resources, and greater **transparency**.
- Coordinated and/or **joint resource mobilization** for collaborative initiatives, joint funding modalities and strengthened performance-based 'One Funds' provide a **more results-oriented resourcing framework** and results in **less fragmentation**.
- Harmonization and increased efficiency in **business operations** (inclusive of cost-benefit analyses) allows for enhanced **cost savings, avoiding** the **duplication** of operations and **reduced transaction costs** for UNCTs.
- **One UN Voice** on the normative and policy agenda is of tremendous added value for the UN in-country. Joint advocacy and Improved UN communications provide **increased visibility** and **transparency** of UN activities and more **consistent** and **effective positioning** of the UN system at the country level.
- A **UNDG Plan of Action** for **headquarters** was approved in February 2014 to support implementation of the Standard Operating Procedures at the country level.
- First and foremost, the Plan of Action recognizes DaO as an optimal model for the functioning of the UN at the country level. It emphasizes the need for the **urgent implementation** of the **SOPs** in DaO countries while also encouraging UNCTs to carry out the same work all programme countries. It has become a **universal call to action**.
- The Plan of Action **recognizes the bottlenecks**, which hinder working more closely together at the country level and which need to be addressed globally: across the headquarters and Executive Boards of UNDG entities. Roughly **55 actions** have been identified for timely headquarters' action. This removes remaining barriers to working together more closely at country level and gives a boost to a more effective United Nations development system.
- **Consistent messaging** by **senior management** within agencies to explain and advocate for DaO at the regional and country levels is **needed**. This aspect of SOP implementation has been reported as a weak link and needs to be addressed.
- The Plan of Action supports **alignment of agency instruments** and seeks to replace parallel agency approaches/instruments with joint indicators/instruments where possible, such as a **joint monitoring and evaluation framework for DaO** to ensure accountability and measure impact of shared results.

- The SOPs, the Plan of Action for Headquarters, and the integrated package of support for the SOPs effectively **respond** to the **Secretary General's Five year Action Agenda** of 2012 that called for the launch of a second generation of Delivering as One focused on managing and monitoring for results, increasing accountability and improved outcomes.
- The UN Development Group and its member agencies will roll-out a **One Communications** initiative to inform programme countries and UNCTs on the SOPs and **encourage** all countries to **use** the **instruments within their country contexts**.
- DaO calls for a common vision and sense of purpose of the UN system's contribution to development. This is followed by **strong coordination** and **coherence** for the development agenda and within the UN Country Team. Mixed messaging from HQ will weaken the UN system's contribution to progress on the ground.
- DaO also **supports Governments to deliver as one** through enhanced **coordination** and **coherence** across all **sectors**. The **success** of this model of engagement **relies** on **Governments working** with the **UN** in this **coordinated** way if the UN is to deliver effectively on the accelerated MDGs and Post 2015 agenda.
- **Member States** in Governing Bodies and Executive Boards need to **speak with one voice** to support the **alignment of programme instruments** and **procedures** across the UN system and cut down on the duplication of capacity and tools. This means that **planning, implementation, monitoring, reporting** and **evaluation** tools have to be **aligned** and built on **joint instruments** where possible.
- At the same time, deeper complementary capacities and resourcing should be encouraged for the UN to remain relevant and effective on the ground. The **true value** and **costs** of **coordination** must be **acknowledged**, which will be significantly **lower** than the **cost** of **duplicating** products and services.
- The success of the SOPs, in particular their effect on reduced transaction costs, relies on a number of reforms at headquarters that are outlined in the **UNDG Plan of Action for headquarters**. Many of these measures are planned to be **completed by the end of 2014**, and it is important to keep to this timeline given the roll-out of the new United Nations Development Assistance Frameworks/One Programmes.
- Fragmented funding continues to represent a major obstacle. As recommended in the DaO evaluation and the QCPR, **member states** providing non-core funding to the UN are **encouraged** to increasingly **contribute** to the **One Fund** modality and the recently established global **Delivering Results Together Fund** to support joint efforts. Such funds are attractive options that can complement traditional core and non-core funding for individual projects and entities.

Advantages of Delivering as One

