

# Delivering as One

## SECRETARY-GENERAL'S HIGH-LEVEL PANEL ON UN SYSTEM-WIDE COHERENCE IN THE AREAS OF DEVELOPMENT, HUMANITARIAN ASSISTANCE AND THE ENVIRONMENT

UNDER EMBARGO UNTIL 11:00 AM NY TIME, 9 NOV 2006

### Ten ways for the UN to “deliver as one”

#### Recommendations in brief from the Secretary-General's High-level Panel on UN System-wide Coherence

##### Development:

- 1. The UN should “deliver as one” at country level, with one leader, one programme, one budget and, where appropriate, one office.**

All UN programme activities will be consolidated at the country level, where the country wishes it. An empowered Resident Coordinator would manage the “One UN” Country Programme. There will be UN system-wide ownership of the RC system. UNDP will be restructured to focus and strengthen its operational work on policy coherence and positioning of the UN country team, and withdraw from sector-focused policy and capacity work being done by other UN organizations.

- 2. A UN Sustainable Development Board should be established to oversee the One UN Country Programme.**

The Board will oversee the One UN Country Programme, ensure system-wide coherence and coordination, and monitor performance of global activities. The Board will also maintain a strategic overview of the UN system to drive coordination and joint planning between all funds, programmes and specialized agencies, to monitor overlaps and gaps. The Board will give a stronger voice and participation to developing countries, and report to the Economic and Social Council (ECOSOC). The Secretary-General should appoint the UNDP Administrator as a UN Development Coordinator, with responsibility for the performance and accountability of UN development activities.

- 3. A Global Leader's Forum (L27) should be established within ECOSOC to upgrade its policy coordination role in economic, social and related issues.**

The Forum, at the Heads of State and Government level, would provide leadership and guidance to the international community on development and global public goods issues. The Forum would also develop a strategic framework to secure consistency in the policy goals of the major international organizations in order to achieve the Millennium Development Goals.

- 4. The Secretary-General of the UN, the President of the World Bank and the Executive Director of the International Monetary Fund should set up a process to review, update and conclude formal agreements on their respective roles and relations at the global and country levels.**

##### Funding:

- 5. A MDG Funding Mechanism should be established to provide multi-year funding for the One UN Country Programme.**

Significant changes to the way donor funding is managed are needed if the UN is to work more coherently and effectively at the country level and globally. A new MDG Funding Mechanism, for donor funding would provide multi-year funding for the One UN Country Programme, governed by the Sustainable Development Board. Contributions would be voluntary and could be specified. Additional funding should be available at the discretion

of the Board to reward good performing organizations, and to fund programmatic gaps and priorities in the system. UN organizations committed to and demonstrating reform should receive full, multi-year core funding. The funding cycles of UN funds and programmes should be aligned to facilitate overall strategic coordination of UN programmatic work. The assessed budgets of the Specialized Agencies should be reviewed to ensure they have adequate core resources to deliver against strategic mandates.

### Humanitarian Assistance:

**6. The UN's leading role in humanitarian disasters and transition from relief to development must be further enhanced.**

There should be stronger coordination through a "cluster approach" to establish lead roles amongst humanitarian agencies to deliver on specific needs. The Central Emergency Response Fund (CERF) should be fully funded to ensure quicker, more effective flows of funds in response to disaster. The mandates of UN organizations – particularly the role of UNHCR - with regard to responsibilities for internally displaced persons must be clarified. Greater investment in risk reduction and early warning strategies is needed, with stronger leadership, quicker funding and better cooperation between the UN and World Bank in post-conflict and post-disaster transition. A clear lead role for UNDP in the transition from relief to development.

### Environment:

**7. International environmental governance should be strengthened and made more coherent in order to improve effectiveness and targeted action of environmental activities in the UN system.**

The Secretary-General should commission an independent assessment to improve international environmental governance. UNEP should be upgraded and have real authority as the environmental policy pillar of the UN system. The Global Environmental Facility should be strengthened as the major financial mechanism for the global environment. The UN's ability to help countries mainstream environmental policies into national development strategies should be improved. The status of sustainable development in the UN institutional architecture should be upgraded.

### Gender Equality:

**8. A dynamic UN entity focused on gender equality and women's empowerment should be established.**

Three existing UN entities (UNIFEM, Office of the Special Advisor on Gender Issues, and UN Division for the Advancement of Women) will be consolidated into one enhanced and independent gender entity. It will have a stronger normative and advocacy role, combined with a targeted programming role. The gender entity will be fully and ambitiously funded. Gender equality will be a component of the One UN Country Programme, and remain the responsibility of all UN organizations.

### Business Practices:

**9. A UN common evaluation system should be established by 2008. Other business practices, such as human resource policies, planning and results-based management, should be upgraded and harmonized across the UN system as a driver for better performance and results.**

### Further streamlining and consolidation:

**10. The SG should establish an independent task force to further eliminate duplication within the UN system and to consolidate UN entities, where necessary.**

The task force should build on the foundation of the Panel's work to clearly delineate the roles performed by UN funds, programmes, specialized agencies and regional entities, including the UN secretariat. Concrete recommendations for mergers or consolidation should be made, for early implementation. Up to 20 per cent savings per annum could be derived system-wide from this process, which would be recycled back into the One UN Country programmes.

