In 2016, the General Assembly expressed its resolve to use the QCPR

“... as the main instrument to better position United Nations operational activities for development to support countries in their efforts to implement the 2030 Agenda for Sustainable Development in a coherent and integrated manner [...] recognizing that this requires a United Nations development system that is more strategic, accountable, transparent, collaborative, efficient, effective and results-oriented”
UN DEVELOPMENT SYSTEM BUSINESS MODEL

PURPOSE
DELIVER ON THE SDGS
Leave no one behind
Enabling environment
Structural transformation
Normative frameworks

ACCOUNTABILITY
MAF
SWE
Rules of engagement
Roles and responsibilities
Working relationships
Dispute resolution

VALUE PROPOSITION
SWSD @ Global level
Reduce gaps and overlaps
CCA/Cooperation Framework
@ Country level
Articulation of UN offer to meet national needs

RESOURCES
SDG Joint Fund
Funding Compact
SPTF
RC, RCO, DCO, UNCT
Deliver efficiencies
Common premises
Back offices
RC selection and assessment

PARTNERSHIPS

2030 AGENDA

CULTURE CHANGE

CAPACITY
Regional Review
MCO Review
Agile tailored response
Regional and country capacities in support of national governments

LEGEND
CGA: Common Country Analysis
Cooperation Framework: UN Sustainable Development Cooperation Framework
DCO: Development Coordination Office
MAF: Management and Accountability Framework
MCO: Multi-Country Office
RC: Resident Coordinator
RCO: Resident Coordinator Office
SPTF: Special Purpose Trust Fund
SWE: System-Wide Evaluation
SWSD: System-Wide Strategic Document
UNCT: UN Country Team
UNDS REFORM - WHERE ARE WE SO FAR?

- Transition of the RC System to the Secretariat
- Resident Coordinator Offices
- HQ and Regional DCO
- Management Accountability Framework
- Cooperation Framework / New Generation of UNCTs
- Funding of the RC System
- Funding Compact
- Joint SDG Fund
- Multi-Country Office Review
- Regional Review
- System-Wide Evaluation
- Efficiency Gains
- System-Wide Strategic Document

United Nations Sustainable Development Group
### WHAT DOES SUCCESS LOOK LIKE IN THE LONG-RUN?

<table>
<thead>
<tr>
<th>Success in the long-run</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved, integrated policy advice from a joined-up UN development system, in line with the integrated nature of the 2030 Agenda</td>
</tr>
<tr>
<td>Increased programmatic results advancing the SDGs, made possible through enhanced collaboration</td>
</tr>
<tr>
<td>Better cross-border and sub-regional responses to today's development challenges that know no borders</td>
</tr>
<tr>
<td>Increased efficiencies to allow better service delivery and development gains</td>
</tr>
<tr>
<td>Renewed relationship with Member States through increased accountability and transparency</td>
</tr>
</tbody>
</table>

The above will take time. In the meantime, what can we offer?

#### MONTH 1

**Success:**

**Good instruments, processes and tools**

- Smooth transition from UNDP to Secretariat
- New Trust Fund/new systems in place
- Business continuity protected
- Good communications on change
- Staffing-up of RCOs and DCO
- Reporting baselines set

**Validated by:**

- Member States
- Resident Coordinators
- Ministries of Foreign Affairs

**EG:**
- Smooth transition from UNDP to Secretariat
- New Trust Fund/new systems in place
- Business continuity protected
- Good communications on change
- Staffing-up of RCOs and DCO
- Reporting baselines set

#### MONTH 6

**Success:**

**Changing behaviour/quality improvements**

- Better quality CCA/Cooperation Frameworks, improved UNDS collective offer
- More coordinated, integrated responses
- More coordinated fund-raising
- Transformed UNCTs in line with country needs
- Improved regional/sub-regional engagements
- Improved SDG reporting and dialogue with governments

**Validated by:**

- National governments
- Donors
- Civil society and other stakeholders

**EG:**
- Better quality CCA/Cooperation Frameworks, improved UNDS collective offer
- More coordinated, integrated responses
- More coordinated fund-raising
- Transformed UNCTs in line with country needs
- Improved regional/sub-regional engagements
- Improved SDG reporting and dialogue with governments

#### MONTH 18+

**Success:**

**Impact and results improving peoples’ lives**

- Progress in the achievement of
  - The 2030 Agenda
  - The Paris Agreement
  - The Addis Ababa Action Agenda
  - The Sendai Framework
  - Other regional intergovernmental agreements (SAMOA Pathway, Istanbul and Vienna Programmes of Action, etc)
- Progress in the achievement of UN and SG strategies (women, youth, disability, etc)

**Validated by:**

- Beneficiaries
- National governments and Member States
- UN Agencies
- Other stakeholder groups (CSOs, IFIs, etc)

**EG:**
- Progress in the achievement of
  - The 2030 Agenda
  - The Paris Agreement
  - The Addis Ababa Action Agenda
  - The Sendai Framework
  - Other regional intergovernmental agreements (SAMOA Pathway, Istanbul and Vienna Programmes of Action, etc)
- Progress in the achievement of UN and SG strategies (women, youth, disability, etc)
WHAT ARE THE SIGNALS OF CHANGE?

- Different changes for different authorities: Foreign Affairs, Planning Ministries, Line Ministries e.g. Health

- UN system visibly converging around the SDGs, behind Government strategies, in an integrated way

- Resident Coordinators, as representatives of the Secretary-General, pulling the system together and championing the SDGs

- Fewer individual UN agency approaches, more coordinated UNCT dialogues and increased activity of smaller, specialized UN agencies and more efficient operations

- More joint UN fundraising, saying ‘no’ when necessary/outside priorities

- Comprehensive, higher quality collective reporting products
Programme country governments find it easy to access technical expertise of non-resident UNDS entities

<table>
<thead>
<tr>
<th>PCG</th>
<th>Easy (70%)</th>
<th>Difficult (21%)</th>
<th>Don't know (9%)</th>
</tr>
</thead>
</table>

UNDS presence is adequately tailored to meet the specific challenges of countries

<table>
<thead>
<tr>
<th>Resident Coordinators</th>
<th>68% (Agree)</th>
<th>30% (Disagree)</th>
<th>2% (Don't know)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme Country Governments</td>
<td>76% (Agree)</td>
<td>19% (Disagree)</td>
<td>3% (Don't know)</td>
</tr>
</tbody>
</table>

Sources: DESA 2019 Surveys of RCs and Programme Country Governments

Programme country governments see change in the RC capacity to coordinate UN activities, compared to before 1 Jan 2019

<table>
<thead>
<tr>
<th></th>
<th>Agree (66%)</th>
<th>Disagree (23%)</th>
<th>Too soon to tell (11%)</th>
</tr>
</thead>
</table>

UNCT members report to the RC regularly enough on...

<table>
<thead>
<tr>
<th>Contribution</th>
<th>Agree (85%)</th>
<th>Disagree (15%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Their contribution to collective results towards CF implementation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programme implementation of CF elements by the entity</th>
<th>Agree (78%)</th>
<th>Disagree (22%)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Their individual activities</th>
<th>Agree (58%)</th>
<th>Disagree (42%)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Resource mobilization</th>
<th>Agree (37%)</th>
<th>Disagree (63%)</th>
</tr>
</thead>
</table>

Sources: DESA 2019 Surveys of RCs and Programme Country Governments

**WE ARE ON THE RIGHT TRAJECTORY**
COVID-19 RESPONSE: HOW DO WE KNOW THE REFORMS ARE WORKING?

1. STRONG LEADERSHIP

2. UN COUNTRY TEAMS WORKING TOGETHER UNDER THE LEADERSHIP OF THE RC

3. INTEGRATED HEALTH/HUMANITARIAN/DEVELOPMENT RESPONSE WITH CLEAR TECHNICAL LEADS (WHO/OCHA/UNDP)

4. FAST DEVELOPMENT RESPONSE, IN “EMERGENCY” MODE

5. MULTIDIMENSIONAL RESPONSE

6. DISCIPLINED UNCT
LOOKING TOWARDS THE 2020 QCPR

The new QCPR could:

• support and encourage the UN system to build on the changes and efforts through the reform since 2016 and
• focus on embedding, implementing and sustaining the system-wide approach that we have built.

Decade of Action for SDGs – Coherence across the programming cycle: planning, programming, M&E and reporting

Reinforce specific areas requiring roll-out by all agencies – aligning planning & reporting, levy, RC pool etc

Drive a transformative approach to funding as an enabler for the system – Funding Compact implementation

Provide policy direction on substantive programmatic issues – data; transitions; partnerships with IFIs etc
THANK YOU!

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