



**Joint meeting of the Executive Boards of  
UNDP, UNFPA, UNICEF and WFP  
25 and 28 January 2008  
United Nations, New York**

**Agenda item 2:  
Feedback on 'delivering as one'**

**Background document**

## **I. Background and context**

1. In response to guidance provided by the General Assembly through the triennial comprehensive policy review of operational activities for development of the United Nations system, work has been ongoing by the United Nations system to improve its effectiveness, efficiency and responsiveness to national development priorities at the country level. The 2004 triennial comprehensive policy review called for: (a) greater country-level programmatic coherence; (b) facilitating access by developing countries to the services and expertise available within the United Nations system on the basis of its comparative advantages and expertise; (c) continued progress in the simplification and harmonization agenda; and (d) funding that focuses on long-term development challenges based on national development strategies that recognize the link between predictable and reliable funding and the operational effectiveness of the United Nations.

2. In January 2007, the United Nations launched eight ‘delivering as one’ pilots with governments that had volunteered to pilot the ‘delivering as one’ approach. These countries were Albania, Cape Verde, Mozambique, Pakistan, Rwanda, the United Republic of Tanzania, Uruguay and Viet Nam. The pilots are country-driven processes. They recognize that ‘one programme, one leader’, ‘one budget’ and ‘one office’ will be effective only if developed according to specific national circumstances and in direct partnership with the governments. They also recognize that not one size fits all. The pilots are based on the principle of inclusiveness, to ensure that governments have access to the experience and expertise of all relevant United Nations organizations in responding to their national priorities.

## **II. Overview of the end-of-2007 stocktaking process**

3. The United Nations is committed to evaluating the results of the ‘delivering as one’ pilots, in order to determine the extent to which the pilots have contributed to effectively addressing national priorities, achieving greater coherence and reducing transaction costs. The United Nations evaluation group is supporting the organization of a formal evaluation process that includes a self-assessment in 2008 and 2009; an evaluation of process results in 2009 and 2010; and an evaluation of the impact on development in 2010 and 2011.

4. The United Nations organizations and their national partners in the pilot countries recognize that it is premature to have a full-fledged evaluation of the results of the ‘delivering as one’ pilots. However, they realize that it is important to take stock of progress in the pilots to review emerging issues and lessons and to gather recommendations for future directions. Therefore, the Deputy Secretary-General and the United Nations Development Group launched, with the participation of governments and United Nations country teams, and in cooperation with local steering committees, an informal, end-of-2007 stocktaking in November 2007.

5. The objectives of the stocktaking were to: (a) ensure better awareness and understanding by Member States and United Nations organizations of the new

programming and management arrangements explored in the pilots; (b) provide elements for a framework and baseline for further evaluations; (c) ensure understanding of policy challenges identified by the pilots and facilitate their resolution, drawing recommendations for the future; and (d) provide input on the way forward for the United Nations in the pilot countries and in managing the pilot initiatives.

6. The United Nations conducted the end-of-2007 stocktaking as a two-track process. First, based on the commitment to inform Member States of the initial progress in the pilots, the Deputy Secretary-General, on behalf of the United Nations Secretary-General, requested the government of each pilot to provide a brief statement covering the expectations and experiences of national governments that had volunteered to pilot the 'delivering as one' approach in their countries. These could potentially cover the following:

- (a) a statement on what the government expects as a result of the pilot;
- (b) government's feedback on the initial progress of the pilots and the process followed to date, with a focus on efforts to enhance national ownership and leadership as well as the alignment of United Nations support to national priorities;
- (c) a preliminary assessment by the government of the potential of the pilots in terms of improving the quality and effectiveness of the United Nations contribution to national development efforts;
- (d) an overview of key challenges in implementing the pilots from the government perspective;
- (e) government's recommendations.

7. Second, the United Nations country teams, working with the respective national steering committees, prepared a stocktaking exercise from the United Nations side covering three topics: (a) an overview of what happened in 2007 in response to a country being a pilot; (b) an analysis of the pilot process to date; and (c) a review of potential results that the process could have in the following areas:

- (i) national leadership and ownership;
- (ii) the ability of the United Nations system to ensure strategic and focused use of all relevant resources to meet national needs;
- (iii) the quality of support programmed and implemented by the United Nations;
- (iv) the impact on transaction costs to partners;
- (v) the impact on overhead costs of the United Nations system.

8. The Deputy Secretary-General and the UNDP Administrator, as chair of the United Nations Development Group, received the results of the stocktaking in December 2007. The results will soon be available for review by all Member States and United Nations entities.

### III. Structure of the agenda item on feedback on ‘delivering as one’

9. The January 2008 joint meeting of the Executive Boards on feedback on ‘delivering as one’ will give Executive Board Members the opportunity to review and discuss the feedback received and the lessons learned from the stocktaking process. Representatives of the governments of the pilot countries, representatives from some pilot United Nations country teams, and headquarters staff from various United Nations organizations will make presentations at the joint meeting. The substantive material will be available to Member States prior to the meeting. The UNDP Administrator and the UNFPA Executive Director will present the results of the informal stocktaking exercise.

10. The schedule for the agenda item is as follows: Friday, 25 January 2008  
Chair: Ms. Thoraya Ahmed Obaid, UNFPA Executive Director, will present the results of the informal stocktaking exercise.

Feedback from *governments* on ‘delivering as one’. Government representatives from pilot countries will share their expectations and experiences to date, as reported to the Deputy Secretary-General, at the joint meeting.

Monday, 28 January 2008  
Chair: Mr. Kemal Dervis, UNDP Administrator

Feedback from *United Nations country teams and national steering committees on ‘delivering as one’*. United Nations resident coordinators, United Nations country team representatives and headquarters staff from the funds, programmes and specialized agencies of the United Nations will discuss, from the time of the launch of the pilots, United Nations experiences in addressing the ‘four ones’ in support of national priorities.

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