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## CHECK AGAINST DELIVERY

MARTIN MOGWANJA, DEPUTY EXECUTIVE DIRECTOR OF UNICEF, OPENING REMARKS  
"LOOKING TO THE FUTURE OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT OF FUNDS AND  
PROGRAMMES: STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS"

Excellencies, colleagues and friends.

It is a pleasure and a privilege to participate in this panel. My colleagues have focused on some of the important dimensions of the operational activities of agencies, funds and programmes. I would like to discuss with you the critically important topic of the efficient achievement of results which I am sure you will agree is close to all of our hearts.

For children who are out of school or malnourished, for young people faced with inequitable access to education or other social services, and for those trapped in grinding poverty, it is primarily the results that we help to achieve that matter. We achieve these results by working with a range of partners and, most importantly, with national governments.

Greater efficiency is often thought of as doing more with less. We agree. But in reaching the hardest to reach and the most marginalized, the UN system is often charting out new territory, requiring innovation and adjustment to well-worn approaches. Quantitative measurement is not easy in these circumstances. UNICEF has shown that the most practical and cost-effective way of meeting the Millennium Development Goals is an equity-focused approach. This approach is not only right in principle but also right in practice.

UN Coherence is critically important to achieving sustainable and equitable results in an efficient and effective manner. It allows the UN system to maximize the impact of our work to help the world's most disadvantaged, most vulnerable and most marginalized - in short, to make the biggest difference where it matters the most. This is an important dimension in realizing the Convention of the Rights of the Child and other human rights commitments, and vital if we are to collectively achieve the Millennium Development Goals by 2015.

Taking into account the effort that the UN system has already put in to becoming more coherent, now is the right time to move from a process to a results-oriented approach. Yesterday, this Council had a spirited dialogue on the expectations for the next Quadrennial Comprehensive Policy Review. In the same vein, I would like to give two examples where working together has been effective.

In Viet Nam, a Delivering as One pilot country, joint efforts are garnering results. For instance, UNICEF, WHO and FAO successfully joined forces to support integrated nutrition and food security strategies for children and vulnerable groups. The 2010-2012 joint programme explicitly recognizes the relative strengths of each agency - FAO

identifies food supply strengths and weaknesses and addresses them; WHO supports the Ministry of Health in adopting global guidelines on infant feeding; and UNICEF provides legal expertise to the government on breast milk substitute legislation. Together, these 3 agencies have helped re-design the national nutrition surveillance system to generate disaggregated data for women and children that facilitates local planning in reaching the unreached; established a treatment programme for the 700,000 children annually developing severe acute malnutrition; and supported the development of a National Nutrition Strategy prioritising breastfeeding and the reduction of nutritional stunting. An independent evaluation found that working together enabled "a stronger joint design than would have resulted from a single agency project, resulting in the UN Agencies speaking with one voice on the nutrition issue - which involved greater public awareness and use of media."

Another example is a joint UNICEF, FAO and WFP initiative in Rwanda on child-friendly schools. In addition to assistance in curriculum development, UNICEF provided help in setting school construction standards; WFP helped turn fields into arable land through a food-for-work scheme and provided school meals; while FAO provided seeds, training and equipment for school gardens. A key achievement in this example was the partnership with FAO, with whom UNICEF would not normally have partnered on schools if it was not for the Delivering as One approach bringing us all to plan together and agree where different agencies can individually contribute based on our comparative advantage.

So how we can achieve more such results more efficiently and with lower transactions costs? At a time when the UN has fewer resources, we must rely on each other - and recognize and apply our comparative strengths - to reach those in greatest need. There are several paths to greater efficiency - through learning from experience, successful partnerships, and streamlining our processes in both programme and operations.

The UN system as a whole should be better able to capitalize on best practices, innovations, and lessons learned in their advocacy for and delivery of programmes. Learning from experience - both good and painful - is key to success. We now need to be more systematic in applying this hard-won experience. We should use rigorous, evidence-based decision making and normative principles to guide our actions; and these approaches should be reflected in the next QCPR.

The UN Country Team is, indeed, a team; a team of UN Agencies, Funds and Programmes with well-honed implementation strategies that deliver on their respective mandates. Strong teams need empowered leaders. An empowered Resident Coordinator is one who encourages agencies to contribute and to lead in their area of comparative advantage so that the full range of mandates expected of us by the peoples of the world is efficiently delivered as one UN system. In order for the team to succeed, the RC system needs to succeed - and this is achieved when every UN agency contributes their strongest leaders and their strongest team players, and commits to fully implementing the Management and Accountability System.

We believe that when the RC is recognized and acknowledged as the leader of the UN Country Team, with strengthened UNCT member accountability, it enhances the UNCT's ability to function and achieve team goals. And likewise, capitalizing on each agency's full potential facilitates the UN team's maximum impact. In other words, by recognizing and utilizing the comparative strengths of respective agencies, the UNCT, led by the RC, obtains the greatest and most efficient results.

UN Coherence implies that each agency engages where they have a comparative advantage, specific capacities and can add value. Not every team member has to be involved in every initiative. The synergy of our UN Country Teams should lead to greater effectiveness, cost efficiencies and leveraging of partnerships for increased impact.

Our successful partnerships follow several principles:

- These partnerships are led by national governments to ensure sustainability and scale.
- They rely on the comparative advantages of the implementing partners.
- They work on increasing available resources. At a time of constrained resources, we need to spend more time working together to increase overall resources rather than on debating on our respective shares.
- These successful partnerships collaborate on monitoring collective progress and results, while ensuring agencies are accountable for their own contributions.
- They advocate together for MDGs with equity and jointly support the normative roles of the UN Agencies, for example in promoting child rights, which is generally more effective done together than by piecemeal approaches.

So, what have we achieved so far? Over the past few years, we have made significant efforts to do more with less, to reduce duplication - reducing transaction costs where possible. There is certainly more to do, but we have made progress.

We need to continue to partner to ensure clear value added; building on the best systems and practices available among agencies. UNCTs constantly are exploring how best to do this. Some are establishing joint communication teams, common ICT platforms, common human resources support systems, and harmonized procurement processes, though the pace of these efforts needs to be accelerated and applied more broadly provided they are relevant to the country contexts.

We need to simplify policies and procedures where these will make a difference.

Over the course of the last few years, we have all gained considerable insight into the nuts and bolts of how our collective system functions. We have also learnt that in working together, we cannot compromise on the accountabilities that are essential at all levels to ensure that the mandates are discharged and the resources entrusted to us are utilized efficiently and with accountability.

I would like to support a more coherent approach to identifying, monitoring and reporting on results. In this way, we can streamline the way we do business by developing shared reporting systems where they make sense to meet the accountability needs of national partners, UN agencies and donors.

That said, we also need to be better at capturing the evidence of our collective efforts. We need to then share our results together. Tanzania's innovative online reporting system is a good example of this. When we act as one, when each team member fully plays his or her part, we can all celebrate in the collective victory.

The relevance and sustainability of the UN will depend to a large extent on its capacity to deliver, document and report on results achieved in an effective and efficient manner. Some progress has been made towards articulating results and reducing transaction costs, but there are still areas in which we need to accelerate progress. We are all looking forward to the 2012 Quadrennial Comprehensive Policy Review which we expect will reflect these collective experiences. We hope the focus will be on results and reducing transaction costs for all.

Let me end by leaving you with some initial ideas for inclusion in the QCPR on how to do this:

- 1) On a number of MDGs, certainly in areas of health, education and water and sanitation, as well as areas of

sustainable development, an equity-focused approach can help us to achieve more with less.

- 2) A more streamlined UNDAF process would make more efficient use of national and UN resources, and enable the process to be more relevant to country contexts with an emphasis on maintaining its strategic focus.
- 3) In middle income countries and countries with a small UN presence, and where information and analysis is abundant, we should develop simple and short UNDAFs that provide a clear framework for action.
- 4) Agency involvement should be directly proportionate to the capacities and comparative advantages they bring to the table. Most efficient results will be achieved when agencies fully apply their energies in their respective areas of expertise.
- 5) Bold steps should be taken to simplify and streamline planning, monitoring and reporting requirements to both headquarters and donors. This is critical to allow country teams and national partners the time and the energy to focus on working to achieve clear results in the areas for which they are held accountable.
- 6) Innovations and lessons emerging from the "Delivering as One" experience can help generate system-wide improvements. To this end, the UN system eagerly awaits the independent evaluations of the Delivering as One Approach in the pilot countries and the follow-up implementation agreed within the UNDG.

Excellencies, colleagues and friends

By focusing on results, we can make a difference that translates into positive change in the lives of the most vulnerable.

Thank you.

