



## V High Level Intergovernmental Conference on Delivering as One Tirana Conference

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27-29 June 2012, Tirana, Albania

### Concept Note

#### I. Background and mandate

- 1.1 The inception of the Delivering as One (DaO) process can be found in the Outcome Document adopted by global leaders at the 2005 UN World Summit, which called for much stronger system-wide coherence across the various development-related agencies, funds and programmes of the United Nations. On the basis of this mandate, in 2006, the High Level Panel of the United Nations' Secretary General published the report entitled "Delivering as One" (DaO), which puts forward a set of recommendations. Those included the establishment of a country-level pilot experience based on four pillars, One UN Program, One Budgetary Framework, One Leader and One Office<sup>1</sup>. The initiative was adopted on a voluntary basis at the beginning of 2007 by eight pilot countries: Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Vietnam. It thus brought together around one project, countries of different size and population, from different geographical areas and with very different political and social environments, development needs and priorities. Since then, DaO has been voluntarily adopted by 21 other program countries<sup>2</sup>. As time goes by, a growing number of countries are asking to be included in the initiative. All these countries have created a strong "DaO community", which, has been actively involved in the course of the last five years. They have driven a concrete and practical reform process of the UN Development assistance aiming to bring more efficiency, effectiveness and coherence through piloting a new way of delivering development assistance.
- 1.2 The DaO is primarily based on the principle of national leadership and ownership and is therefore an essentially demand driven process. It is built upon the premise that "no-one-size-fits-all". It is rooted in a tripartite partnership between program countries; the

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<sup>1</sup> A fifth pillar on "one voice" was introduced at a later phase

<sup>2</sup> Bhutan, Botswana, Benin, Comoros, Ethiopia, Indonesia, Kiribati, Kyrgyzstan, Kenya, Lesotho, Laos, Liberia, Malawi, Mali, Montenegro, Maldives, Namibia, Papua New Guinea, Sierra Leone, Uganda and Zambia.

development partners and the UN development system. DaO has been seen by programme countries as a mechanism through which they can decide on the model of development assistance they want. By ensuring that UN organizations deliver as one, and by maximizing coherence, efficiency and effectiveness in the way, they deliver assistance for development at the country level, this reform is expected to enhance results and reinforce the role that the UN plays best in the development agenda.

- 1.3 The UN General Assembly resolution 62/208 of 2007 on the Triennial Comprehensive Policy Review of UN operational activities called for supporting an exchange of experiences among the DaO pilots - followed by an independent evaluation of the DaO initiative before the next General Assembly review of operational activities. The DaO conferences that have been organized in Maputo in 2008, Kigali in 2009, Ha Noi in 2010 and Montevideo in 2011 have served as an important platform for such sharing of experiences and lessons learned from the design and implementation of this new initiative at the country level. Lessons that have emerged from the DaO experience have already fed into the UN system.
- 1.4 The IV High Level Conference on “Delivering as One” held in Montevideo delivered a strong message that DaO is laying the foundation for a new way of working for the UN development system. The conference reaffirmed the commitment to strengthening multilateralism and the conviction that the UN is the most legitimate, universal and representative forum to discuss the development agenda. It stressed that it is imperative to maintain an active development agenda that takes into account the real development needs and specificities of individual countries. The discussions echoed the principle spelled out at earlier conferences that there is “no one size fits all”, recognizing the specificities in the implementation of the DaO initiative in various countries.
- 1.5 The Montevideo Conference also reaffirmed the principles of Maputo and Ha Noi that “there is no going back to doing business in the manner prior to the DaO initiative”. They stated that DaO offered a new way of doing business, increased national ownership and leadership and spurred UN’s coherent support to national priorities. While recognizing the positive impact of DaO implementation at country level, the Montevideo outcome document points to some areas to be addressed more specifically in the QCPR. Those include continued efforts to ensure coherent programming and implementation, the importance of sustained un-earmarked predictable funding, strengthening further the leadership role of UN Resident Coordinators (RCs) and UN Country Teams (UNCTs), and simplification and harmonisation of business processes.
- 1.6 With the GA comprehensive policy review of UN system operational activities (QCPR) approaching, the pilot phase of DaO is coming to an end. Based on results achieved and lessons learned, including the findings of the country-led evaluations, an *Independent Evaluation of lessons learned from the “Delivering as one” pilots* is underway as decided by

the UN General Assembly in 2007<sup>3</sup>. The importance of the results of this Independent Evaluation as input into the DaO process and the QCPR is also recognised.

1.7 DaO is thus at a decisive moment. The DaO community has grown. What was conceived as an experiment has taken shape in the eight pilots and many others across the globe. The UN Secretary-General in his recent Action Agenda for the five years ahead announced the launching of a second generation of Delivering as One, which will focus on managing and monitoring for results as well as on ensuring increased accountability and improved outcomes. “Delivering as One” beyond the pilot phase should facilitate sustainable and measurable results, a goal to which programme and donor countries alike attach ever-growing priority. Therefore, in light of the approaching GA Quadrennial Comprehensive Policy Review (QCPR) of United Nations system Operational Activities for Development, it is imperative that the lessons learned from putting the DaO approach into practice are spread and duly taken into consideration.

1.8 The challenges that came with the world economic crisis have led to increased difficulties in mobilizing resources to help address the critical needs of developing countries. There is the expectation that a more coherent UN system will lead to more and better quality funding. The expectation was that the DaO would demonstrate this as well as the need for adequate, predictable and timely funding. The One Fund was seen as a means of mobilizing resources to fill in the funding gap in the UN Development Assistance Framework.

## **II. Purpose and objectives of the Tirana Conference**

2.1 At the IV Intergovernmental High-Level Conference on DaO in Montevideo, the Government of Albania offered to host the V Intergovernmental High-level Conference on DaO. The Conference will take place in Tirana from 27 to 29 June 2012.

2.2 The Tirana Conference will build on the spirit and letter of previous DaO intergovernmental conferences *to improve the coherence, effectiveness and relevance of the United Nations development system*. It will *take stock of the report of Independent Evaluation of the Delivering as One process* as mandated by the UN General Assembly resolution 62/208 of 2007 on the Triennial Comprehensive Policy Review and subsequent GA resolutions on system wide coherence (resolutions 62/277 of 2008, 63/311 of 2009 and 64/289 of 2010).

2.3 The Tirana Conference represents an important opportunity to draw on the overall outcomes, achievements, challenges and lesson learned related to the Delivering as One approach, as the pilot phase is coming to an end. It represents a timely opportunity to provide recommendations for the up-coming 2012 QCPR that will inform the second generation of DaO process and UN system operational activities more generally.

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<sup>3</sup> GA resolution 62/208

2.4 The focus of the Conference will be the future of Delivering as One. Based on the outcome of the Independent Evaluation of Lessons Learned from Delivering as One, the conference will focus on *how DaO can be taken beyond the pilot phase, and in particular how to make it fully relevant, effective and sustainable. The Outcome Document of the conference may be considered and reflected in the continuing UN reform process and in particular in the context of the 2012 GA Quadrennial Comprehensive Policy Review (QCPR).*

2.5 The Conference will provide a platform to:

- a) Agree on a common position on how key elements of DaO should be taken forward to be presented to the UN Economic and Social Council (ECOSOC) in July and to the UN General Assembly in the fall 2012 for the QCPR.
- b) Reinforce, promote and *build on the outcome of the Montevideo Conference, using the lessons learned and recommendations of the Independent Evaluation.*
- c) Examine findings and recommendations of the *Independent Evaluation Final Report* and draw from the lessons learned based on the evidence provided by the Independent Evaluation on the impact of the DaO process at country, regional and UN system-wide level.
- d) *Identify and share good practices* and lessons learned that other countries can benefit from.
- e) Identify further actions required *to strengthen the relevance and sustainability of DaO for other countries to adopt as suits their situation.* This would include discussing the type of funding needed for the DaO initiative and the linkages between DaO and UNDAFs .
- f) *Communicate more broadly* to concerned parties *the progress made and critical issues raised by the Delivering as One initiative* by highlighting its contributions to concrete results as well as challenges to be addressed. This will help *to mobilize support of programme and donor countries as well as of the UN system with a view to strengthening UN reforms;*

### **III. Expected outcome of the Tirana Conference**

3.1 The Tirana Conference is expected to adopt an outcome document on the way forward for the DaO approach in the context of the main DaO principles, process, lessons learnt and challenges ahead. The document will be presented to and discussed at the Operational Activities Segment of the ECOSOC Substantive Session in July 2012 and later to the General Assembly for the QCPR.

3.2 With the view of bringing impetus to the QCPR, the outcome document is expected to make recommendations on key strategic issues that will inform the second generation of DaO such as but not limited to:

- a) How and under which conditions the DaO approach can contribute to making the UN system respond more efficiently to countries' development needs.
- b) How and under which conditions the DaO approach (i) can further increase efficiency, effectiveness, coherence, accountability and lead to enhanced outcomes and (ii) is sustainable bearing in mind that it is based on development benchmarks that are jointly agreed, implemented and monitored with the recipient country.
- c) What elements of the DaO initiative should rise to the level of policy guidance to ensure maximum impact of UN operational activities for development. In particular, what specific measures the UN agencies need to take and what policies and practices they need to review in their way of doing business in order to fully operationalize the principles of the DaO approach in a coordinated manner. In particular the following aspects:
  - How to replicate the DaO in a flexible way, respecting the particularities of individual countries?
  - How should DaO principles and processes be reflected in the GA guidance? How to reduce the fragmentation of funding while ensuring adequate and predictable resources for a global response to the needs of developing countries?
- d) What actions should be taken by the Headquarters of UN funds, programmes and specialized agencies in order to respond more effectively to the DaO impetus and spur its continued implementation.

#### **IV. Preparation process for Tirana Conference**

- a) Establishment of the Tirana Organising Committee with members from the GoA and UNRC and UNHQ, aiming to coordinate and take necessary steps for the successful preparation of the Tirana conference. Periodical teleconference will take place during the entire preparation period.
- b) Meeting of pilot country Resident Coordinators (RCs) with main Government counterparts prior to the Tirana Conference. The objective would be to strategize on key conference outcomes ahead of time. The meeting will be organized through the New York based Permanent Missions to reduce meeting costs. DOCO will support DaO pilot countries to organize this meeting.
- c) Regular consultations among NY Permanent missions DaO pilot countries and self starters, including a briefing of all Permanent Missions in New York on the Tirana Conference.

- d) Reviews of the report of the Evaluation Management Group on the Independent Evaluation by the respective pilot countries (UNCTs and Governments).
- e) Preparation of a short publication: “Delivering Development Results as One – Telling the Story” accompanied by a video/multimedia presentation in order to outline the DaO contribution to improving development results. The exercise will be led by DOCO
- f) From items a-e above prepare policy recommendations to be considered by member states and to serve as inputs to the QCPR. The exercise will be led by the pilot country Governments with input from the UN System. The outcome statements of the Tirana Conference will become official documents for UN intergovernmental bodies.

## **V. Participants/ Observers**

The conference is expected to be attended by representatives of around 40 countries, including from pilots, self starters, countries interested in voluntarily adopting the DaO approach or learning about it, the donor community, principals of the UN system and senior staff from UN.

In particular, participants in the Tirana Conference are expected to include:

- a) Representatives from the Government of Albania
- b) Government representatives from the seven other DaO pilot countries (in principle for each country: one Minister, one senior government official, one representative of the Permanent Mission in New York).
- c) Government representatives from countries having voluntarily adopted the DaO and implementing the approach (one government representative).
- d) One government representative from countries who have declared their interest in Dao- but not yet submitted an official request.
- e) Government representatives from other countries invited by the Government of Albania (including one government representative from Western Balkan countries).
- f) Donors supporting the DaO initiatives and other interested donor countries.
- g) UN Headquarters representatives (Secretary-General / Deputy Secretary-General, UNDG chair and vice-chair, UN Department of Economic and Social Affairs, UN Development Operations Coordination Office, the UN Evaluation Group and other senior staff from UN Headquarters). The Government of Albania reserves the right to invite high-level UN officials.

- h) UN Development Group (UNDG) Regional Chairs and UNDG Europe and Central Asia team.
- i) The United Nations Resident Coordinator and one representative from the United Nations Country Teams from each of the seven DaO programme country pilots, and one representative from each of the UN Country Teams of countries that have voluntarily adopted the DaO approach and are currently implementing it.
- j) The Resident Coordinator and the United Nations Country Team in Albania
- k) Representative of the country holding the Presidency of the UN High Level Committee on South-South Cooperation (Kenya).
- l) Representatives of the LDC Global Coordination Bureau (Benin Chair; Nepal vice chair).
- m) President of the UN General Assembly (Qatar), President of ECOSOC (Slovakia) and Vice-president of ECOSOC (Indonesia).
- n) Representative of the country holding the chairmanship of G-77 and China for 2012 (Algeria) and two representatives of the Joint Coordination Committee of the G-77 and Non-Aligned Movement.
- o) Representative of the country holding the Presidency of the European Council (Denmark).
- p) Representatives of the European Commission.
- q) Representatives of the Evaluation Management Group for the Independent Evaluation of DaO.
- r) Facilitator

The total number of participants will be between 250 and 300.

## **VI. Date and venue**

The Tirana Conference will be held from 27 to 29 June 2012, at the Sheraton Tirana Hotel, Albania

## **VII. Format**

The Tirana conference will consist of plenary sessions and parallel working groups. The first day of the Conference, on 27 June, will be organised in high-level plenary sessions. Thematic working groups will be held on the second day, 28 June, to discuss the main findings and recommendations of the Independent Evaluation Report as well the outcome document. The conference will be concluded with half-a-day plenary session on 29 June 2012.

## **VIII. Arrangements**

### **Host country**

The Tirana Conference will be hosted by the Government of Albania under the auspices of the Prime Minister of the Republic of Albania, H.E. Mr. Sali Berisha. The Department of Strategy and Donor Coordination at the Council of Ministers and the Ministry of Foreign Affairs will provide the main operational coordination in Albania.

### **Secretariat**

Secretariat services will be jointly provided by the Government of Albania and the UNRC in Albania.

### **Languages**

The Tirana Conference will be conducted in Albanian, Spanish, English and French, with simultaneous interpretation between these languages.

### **Cost for the Tirana Conference**

The cost of the Tirana Conference will be shared between the United Nations System and the Government of Albania. The distribution of responsibilities will be reflected in the host country Memorandum of Understanding.

The Government of Albania will be responsible for providing the security for the conference and State protocol services to high level participants.

A logistical note will provide details concerning the various arrangements for participants.