



THE SECRETARY-GENERAL

5 December 2012

Dear Ms. Flores,

I would like to thank you and the members of the Evaluation Management Group (EMG) of the Independent Evaluation of Lessons Learned from Delivering as One for the final evaluation report and for the opportunity to provide a management response on behalf of the United Nations system.

We appreciate the value of both the process and the outcome of the Independent Evaluation. It was conducted with participation and dialogue between programme country Governments, development cooperation partners, and the United Nations development system at the country, regional and headquarters levels. The Independent Evaluation constitutes an important and useful assessment of the lessons learned of Delivering as One as well as the progress that has been achieved to date in the eight programme pilot countries. It provides a clear and balanced analysis and a series of ambitious yet practical recommendations that can have a significant and long-lasting impact on the effectiveness and relevance of the United Nations system.

While it may still be too early to assess the long-term impact of Delivering as One, I note that the report confirms that Delivering as One has been a highly relevant reform initiative to increase the coherence, effectiveness and efficiency of United Nations operational activities at the country level.

In particular, it is noted that Delivering as One has greatly contributed to strengthening national ownership and leadership of the support provided by the United Nations development system. The Independent Evaluation found that Delivering as One has enabled the United Nations to respond to the needs and priorities of very different countries in a flexible manner.

The findings confirm that countries have better access to the unique breadth and depth of knowledge and expertise of the United Nations development system, and that better attention has been given to cross-cutting issues, particularly the promotion of gender equality, women's empowerment, human rights, nutrition, HIV/AIDS prevention and the environment.

Ms. Lilián Flores Ortega Rodríguez  
Chair of the Evaluation Management Group  
Mexico City

I note that the report confirms that moderate progress has been achieved across all pillars of Delivering as One, with the notable exception of the One Office. In the area of business practices, progress has been achieved on many fronts, but it is evident that more will have to be achieved to advance the objectives of Delivering as One. The Independent Evaluation has identified some critical challenges that need to be addressed as a matter of urgency, particularly through systemic change at the United Nations system's many headquarters. These challenges include strengthening accountability and incentives for contributions to system-wide results; enhanced monitoring and evaluation; harmonized reporting of results; streamlined governance procedures to reduce duplication and transaction costs; and further simplification and harmonization of business practices.

The findings and recommendations of the Independent Evaluation informed the deliberations of more than fifty Member States at the Fifth Intergovernmental High-Level Conference on Delivering as One, which took place in Tirana, Albania in June. I am particularly encouraged that the Outcome Document entitled "The United Nations We Want" was adopted by such a large and diverse group of both Delivering as One pilot and voluntary adopter countries. While the experiences of the voluntary adopter countries were beyond the scope of the Independent Evaluation, their innovation and best practice have greatly enriched deliberations on the way forward.

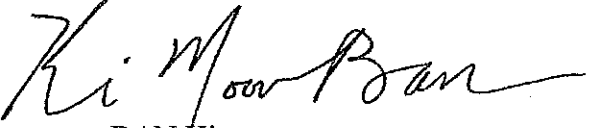
The Tirana Outcome Document confirms the findings of the Independent Evaluation, and leaves no doubt that Delivering as One has made the United Nations development system a more relevant and effective partner to help countries achieve the transformational change they seek. Most importantly, it provides a clear vision on how a second generation of Delivering as One could be designed for those countries that are willing to take the approach further.

The ongoing deliberations on the Quadrennial Comprehensive Policy Review (QCPR) of operational activities for development of the United Nations system provide an important opportunity for Member States and United Nations entities to revitalize the work of the United Nations for development in programme countries. The lessons learned from Delivering as One should inform this process.

In my report to the General Assembly on the QCPR, I put forward a set of recommendations that aim to contribute to that process, both in the short- and the medium-term.

I would like to thank you for your leadership on the Independent Evaluation and assure you of my highest consideration.

Yours sincerely,



BAN Ki-moon