

Presentation to UNEG, EPE Vienna, 15 May 2017

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Transformative Change

- How to think about transformative change in the context of evaluations that focus on UN peacekeeping?

The Context

- Peacekeeping is a 'flagship' activity of the United Nations, supported by an annual budget of more than \$ 8 billion.
- There are 16 current peacekeeping operations, with 113,394 deployed personnel that include military, police and civilians from 124 countries

The Context

- The UN states that its work in peace, security, development and human rights is “inextricably linked and mutually supporting”
- Peace and security, development and human rights are thus commonly referred to as the three pillars of the UN’s work.

The linkage to transformative change

The Department of Peacekeeping Operations (DPKO) and UN Agencies, Funds and Programmes (AFPs) are required to work in an integrated manner to maximize the individual and collective impact of the United Nations response for peace consolidation in countries where they are both present.



The linkage to transformative change

Transformative change =

Integrated efforts of PKOs and UNCTs to bring about consolidated peace in a post conflict environment

Topic used

- An evaluation of the Integration Between Peacekeeping Operations (PKOs) and the United Nations Country Teams (UNCTs) in Haiti, Côte d'Ivoire and the Democratic Republic of the Congo.
 - (Report available on OIOS website)

Integration

- The need for integration has consistently received high-level attention by experts, intergovernmental bodies and successive Secretary-Generals since 1992.

The Framework for integration

- From 2006, joint efforts of the Department of Peacekeeping Operations and UN Agencies, Funds and Programmes have developed operational guidance on integration. This is binding on all UN organizations who have contributed to its development.

Mechanisms of integration

- PKOs and UNCTs are required to have a shared and common vision; integrated planning mechanisms, agreed results, timelines, responsibilities, priorities and mechanisms for monitoring, evaluation and reporting.

How integration was implemented

- The evaluation found that various factors had helped and hindered integration.

Limitations and challenges of evaluating transformational change

Overall finding

- “Despite progress, integration lags in implementation and demonstrating tangible results. It is constrained by fragmented governance structures, senior leadership without the requisite authority or engagement, the risk of duplicative activities, differences in funding sources and financial procedures, incompatible support systems, the pursuit of press visibility, a pervasive “us versus them” mentality both in missions and agencies and is foregoing possible substantial economies of scale, in goods procured. “

Factors that helped integration

- The specificity of Security Council language,
- Common funding sources
- The missions' greater resources in logistics
- The need for a quick and multi-faceted response following emergencies, triggered integrated responses, but only temporarily

Limitations and challenges

- Marked Variation in meeting the minimum requirements of integration
- Little evidence available on results achieved through integration
- Missions' reporting on work conducted with agencies was largely confined to activities and outputs
- Results of integration reported mainly ad hoc coordination efforts



Limitations and challenges

Factors that impeded transformative change included:

- Limiting attitudes and beliefs that missions and AFPs held about each other.
- The pursuit of entity-specific visibility curtailed opportunities for coherence, collaboration and joint contributions.
- Integrated planning done in isolation.



Limitations and challenges

- Differing financing and budgetary emerged as a key hindrance
- Rare instances of staff exchange
- Partial data also suggested limited joint local procurement despite a significant amount of local expenditures on goods and services.

Limitations and challenges

- Lack of dedicated resources for planning, differing lengths of mandates and work plans, and habitual culture of resistance towards the concept.
- The integrated strategic frameworks were viewed as unimplemented, and duplicative
- The risk of parallel and similar functions including in various domains, including in stabilization, communication, governance, quick impact projects, gender, HIV/AIDS and child issues.

Key evaluation insight

- Statements of lofty goals by the UN system and entities can often be well ahead of reality and differ substantially from the situation on the ground. An evaluation is a good tool to determine if this disconnect exists.

Key evaluation insight

- Report made the recommendation that it be shared with CEB: contributes to better systematic reflection
- Recommendations to improve collaboration and integration between UN organizations or even within a UN organization, should seek to fashion solutions 'upstream', including addressing high-level coordinating bodies, while at the same time attempting to find practical solutions to improve matters on the ground.
- In this instance, the report was sent by the Secretary-General to the UN Chief Executives Board of the UN System for discussion. The outcome of their deliberations is awaited.

Thank you

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