

# **Principles of Critical Mass of Resources**

**Joint Informal Session**  
**with Executive Boards in response to**  
**the 2012 QCPR 67/226**

19 December 2013

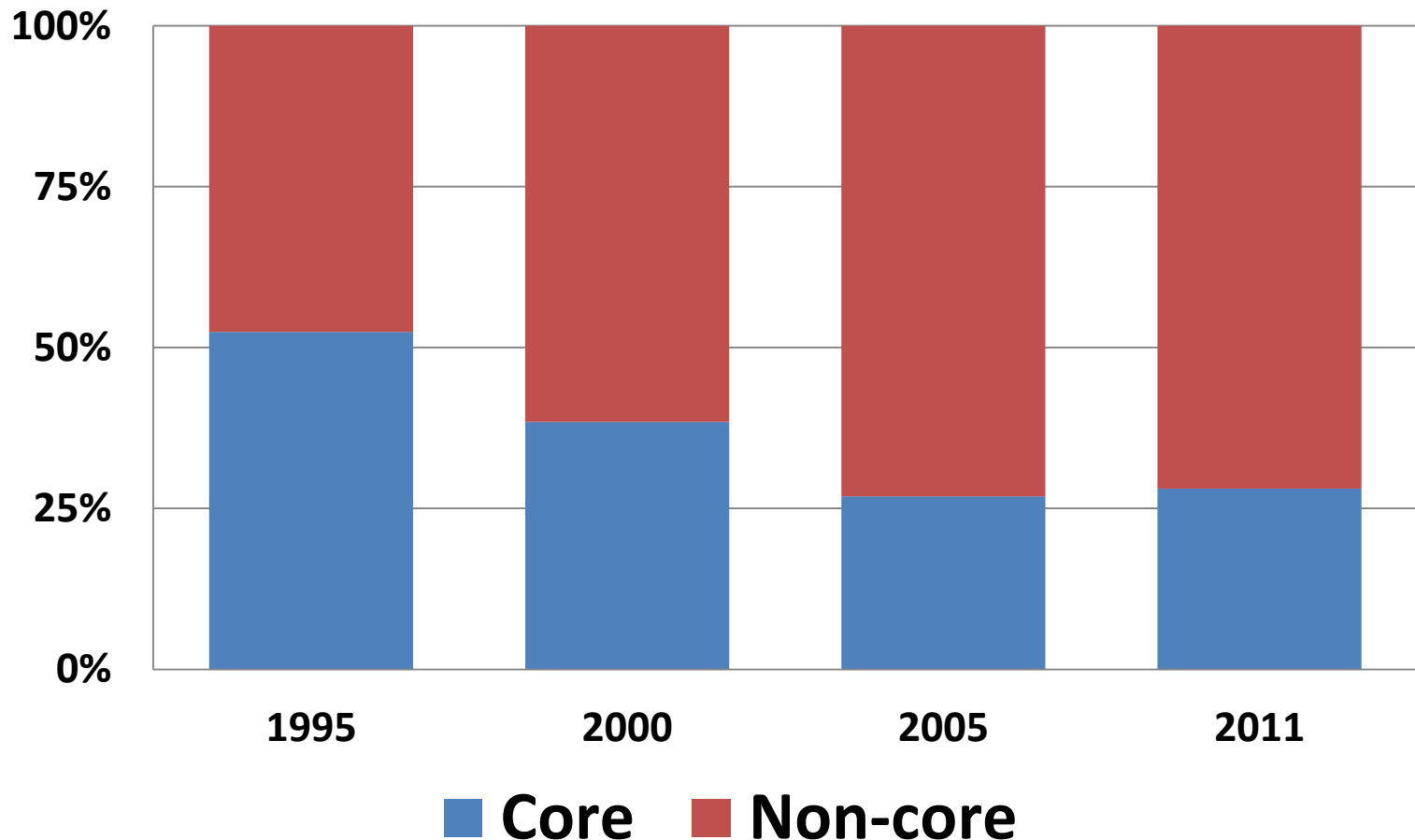
# Quadrennial Comprehensive Policy Review (QCPR) Highlights

- 38. Requests operationalization of the concept of the “critical mass” of core resources;
- 39. Requests a definition of common principles for the critical mass of core resources;
- 40. Prioritizes the allocation of core/regular resources and non-core to better align with the priorities of programme countries and with the SPs and mandates of UN organizations;
- 43. Stresses the need to avoid the use of core/regular resources to subsidize non-core/extra-budgetary financed activities;
- 46. Requests Executive Boards to organize structured dialogue in 2014 on how to finance the development results agreed in the new strategic planning cycles of their respective entities, making non core resources more predictable and less restricted/earmarked, broadening the donor base, and improving the adequacy and predictability of resource flows.

# Principles of Critical Mass (CM) of Core Resources

1. **Critical mass of resources** reflects the funds needed to achieve the outcomes as stated in each Agency's respective Strategic Plan;
2. Critical mass of **core** resources is the **minimum** level of resources adequate to provide the foundation from which to respond to the needs of the programme countries and **deliver results** of respective Strategic Plans;
3. Critical mass of **core** resources reflects the specific mandates and business models of each organization;
4. Critical mass of **core** resources ensures that organizations are able to respond to changing contexts/needs, including emergencies, in a stable manner and in line with Strategic Plans.

# Trends in core and non-core funding (1995-2011)



*Decline in core resources since 1995*

*Source: from SG reports on the Analysis of funding of operational activities for development of UN system.*

# Issues related to the Critical Mass of Core Resources

1. Non – core resources can be used to augment the critical mass of core resources and deliver robust results as laid out in each organization's SP and CPs;
2. Imbalance of non-core & core resources is undermining the effectiveness and sustainability of the current funding/operational model of the F&Ps;
3. Core resources provide a sustainable organizational base upon which non-core resources can be mobilized;
4. Agencies with varied mandates (development, humanitarian, normative) need to maintain the capacity to adequately respond to emergencies which requires a stable and predictable core.

# Critical Mass of Core Resources

- Questions & Comments