# One UN Vision in Tanzania

- Delivering as One: UN response to a changing aid environment

- Four Ones will help UN live up to Paris Declaration and JAST principles

- National ownership and Government leadership at forefront

- UN will enhance impact through Delivering as One

- Avoid fragmentation and duplication within UN and reduce transaction costs on GoT and partners

- Be strategic and focus on UN's comparative advantage

# Progress on the Four Ones

- One Programme
- One Budgetary Framework
- One Office
- One Leader

## Joint Programmes

- ❖ Wealth creation, employment and economic empowerment
- ❖ Reduction of maternal and newborn mortality
- ❖ Support to national HIV/AIDS response
- ❖ Capacity strengthening for development management
- ❖ Capacity building support to Zanzibar
- ❖ Managing transition from humanitarian assistance to sustainable development in northwestern Tanzania
- ❖ Strengthening national disaster preparedness and response capacity

**Change Management and common services**

**Communication**

## Monitoring & Evaluation

There will be **three tiers** of M&E of the One UN Pilot:

**1st Tier** Overall success against HQ framework

**2nd Tier** Progress against Paris Baseline indicators/ JAST indicators, change management indicators and success criteria

**3rd Tier** Progress in relation to national poverty reduction priorities

**One Programme**

- In pilot phase: Implementation of One UN Programme complemented by agency-specific work in support of the UNDAF outcomes (MKUKUTA/MKUZA outcomes)

- Beyond 2008: One Programme to include a larger frame of joint programmatic activities and individual agency interventions

- Longer-term vision: **One UN Programme will ultimately replace** individual agency Country Plans and become the single Country Programme Document.
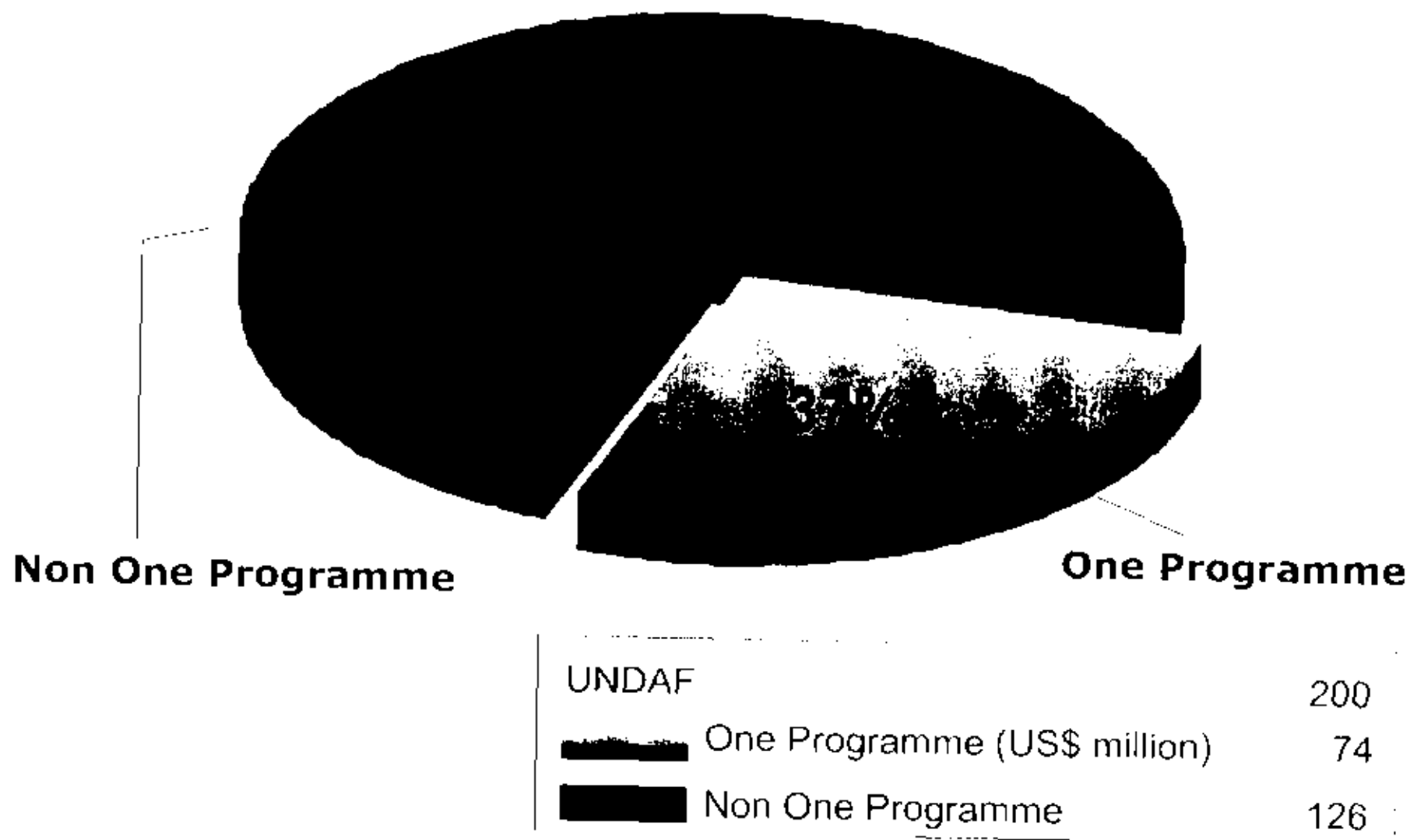
One Programme

The One Budgetary Framework:

- ▶ Clarifies the overall UN investment in Tanzania
- ▶ Identifies funding gaps for the One Programme
- ▶ Facilitates fund-raising
- ▶ Facilitates funding forecasts and MTEF inputs
- ▶ Facilitates implementation planning
- ▶ Provides info for Paris Indicators monitoring
- ▶ Defines baseline for progress monitoring

- One UN Fund: Funding of the One UN Programme
- The Fund will: streamline accountability, simplify, reduce transaction costs, foster harmonization of processes and functional clustering

**One Budgetary Framework**

**Non One Programme**

**One Programme**

| UNDAF | 200 |
|---|---|
| One Programme (US$ million) | 74 |
| Non One Programme | 126 |

| Donors | Donor Currency | Pledges | | Commitments | | Deposits | |
|---|---|---|---|---|---|---|---|
| | | Donor Currency | USD | Donor Currency | USD | Donor Currency | USD |
| Ireland | EUR | 1 000,000 | 1.484,634 | 1,000 000 | 1 484,634 | 1 000,000 | 1.440,922 19 |
| Canada | CAD | 9 000,000 | 9 106,542 | 9,000,000 | 9 106,542 | | |
| Finland | EUR | 3,000 000 | 4.320 000 | 3,000,000 | 4 320,000 | 1 000.000 | 1.440.922 19 |
| Netherlands | EUR | 3.000 000 | 4.320.000 | 2.000,000 | 2 469,135 | 2 000,000 | 2.469.135 |
| Norway | USD | NOK 31 000,000 USD 991 000 | 6.724.308 | NOK 31,000.000 USD 991.000 | 6 724.308 | - | 6.724.308 |
| Spain | USD | 4 000 000 | 4.000.000 | 4.000.000 | 4 000,000 | - | 4.000.000 |
| United Kingdom (DfID) | GBP/USD | GBP 9.700,000 USD 1.086 000 | 20 306.000 | USD 1.086,000 GBP 4,700 000 | 10 448,000 | | 5,656.305 |
| Total | | | 50.247,484 | | 38.552,619 | | 21.731,592 |

One Budgetary Framework

# III. One Office and Change Management

**Joint premises/co-location:**
- Kigoma, Zanzibar – and longer-term also co-location in Dar es Salaam.

**Common management and operation practices:**
- Moving towards co-locating Information Centres
- Co-location of procurement teams
- Co-location of the Emergency Group
- Piloting common IT solutions
- Increase in inter-agency HR exchanges
- Increase use of joint contracting (security, travel, printing)

**Capacity needs assessment:**
- Ongoing and key at this stage
- Mapping skills available to the UN Country Team
- Will inform development of strategy to ensure the skills mix allow to deliver on the reform and national development priorities

One Office

**Role** of the Resident Coordinator strengthened, main interlocutor with Government and speaks on behalf of all UN agencies based on prior consultations with Country Team. Co-chair of Joint Government-UN Steering Committee

**Firewall** with UNDP established, delegation of authority to the UNDP Country Director, and Resident Coordinator's Office strengthened

**Code of Conduct/** ground rules for the UN Country Team at all levels developed (incl. HQs)

**Support to joint communications** through One UN Communication Strategy, developed and implemented by UN Communication Group

**Dialogue with One UN Staff Association**, new umbrella association

One Leader

# What are we doing differently?

**Thinking differently** ➡️ Thinking together, strategically

**Identifying ourselves differently** ➡️ Building a new common identity based on a shared vision

**Planning differently** ➡️ UNDAF and One Programme: planning together, focus on comparative advantage and DoL (lead & delegating principle) and full alignment with national priorities

**Working differently** ➡️ Supporting a common process, increased team work (programmes, operations/change management, communication), enabling synergies and multi-sectoral approaches

**Delivering differently** ➡️ **?**

# Lessons Learned

- Enable Government to take the lead and allow Development Partners/Member States to participate in the process

- Team work and team building are critical to the process: the first step is to change mindsets

- Stage the process right: inclusiveness and strategic focus can only be achieved through a participatory programming process

- Be bold: set an ambitious roadmap, be aware and realistic about risks and challenges

- Simplify and streamline communication, both internally and externally: understanding the process is a key driver in change management

# Identified Challenges

- Influence of HQs on reform process might complicate local ownership (firewall with HQ) and there is a need to clarify accountability structures

- Pace of change at HQ level

- Lack of harmonized guidelines/policies on use of national procedures and systems for development support may affect ability to comply with JAST commitments and change delivery modalities

- Internal and external resistance to change

- Implementation of the Medium term strategy for One UN Programme in TZ beyond the pilot phase

- Inclusiveness not come at the expense of change

- Capacity to deliver: need to change the skills mix within the country team. HR implications of change management critical to reform

- Much of the transformation need to happen on the operations side.