The One UN pilot in Tanzania

Joint GoT/UN Steering Committee and Task Force

Terms of Reference

Background

In today's world of globalization, increased poverty and growing inequality, the demands on the UN from member States have increased and become more complex, with calls for the organization to be more results-oriented, effective and efficient than it has been in the past. The global shift towards harmonization and alignment for greater aid effectiveness has required the international community, including the UN, take stock of the way assistance is delivered to a country, to rethink capacity development approaches, and ways of doing business to reduce burdensome transaction costs on Government and national partners.

To keep pace with changing times, the UN Secretary-General appointed a High Level Panel in September 2005, to look into, and make recommendations on improved UN system-wide coherence. In its report of November 2006[1], the High Level Panel recommended the establishment of 'One UN' at country level, with one leader, one programme, one budgetary framework and one office to be piloted in a few countries[2], starting in 2007.

Given Tanzania's prominent contribution to the High Level Panel through former President Mkapa, the highly visible leadership role that the country continues to play through the UN Deputy Secretary-General, and the international recognition of achievements made on the aid harmonization and alignment front, a request by Government in January 2007 that Tanzania be officially selected as one of the pilot countries worldwide was officially endorsed.

The piloting of recommendations on UN reform in Tanzania will increase coherence and alignment in support of national development priorities, and see a progressive shift towards the use of national systems, thus reducing burdensome transaction costs. National ownership and Government leadership of the development process will be further empowered as a result. The One UN pilot will enhance results-based management and mutual accountability; adopting a more coherent division of labour among UN agencies, and speaking as 'one' at GoT-led policy, sector or cluster level discussions.

Considering the existing UN programme frameworks (i.e. UNDAF II, CPAPs, Specialized Agencies Country Programme Documents), the One Programme (2007-2008) will focus on what can be piloted in an 18-19 month timeframe, taking into account a broadening of the coverage of the One Programme in a subsequent phase, based on lessons learnt in the pilot. Thus, the One Programme (2007-2008) is considered as transitional to a more comprehensive One Programme in 2009.

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[1] Full title: "Secretary-General's High-level Panel on UN System-wide Coherence in the Areas of Development, Humanitarian Assistance, and the Environment".

[2] 8 countries in all: Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Vietnam.

1. Joint GoT/UN Steering Committee (JSC)

1.1 Roles and Responsibilities

Policy guidance
- Provide overall guidance and leadership on the UN reform process in Tanzania, and take decisions to facilitate the establishment of the One UN pilot.
- Approve the ToR for the Joint GoT/UN Steering Committee and Task Force, and oversee the work of the Task Force.
- Review technical recommendations submitted on the one budgetary framework, one office, and one leader concepts and give direction on the way forward.
- Oversee the implementation process of the One UN pilot as defined in the Roadmap.

Programme design and delivery
- Review potential areas of joint focus and agree on the strategic priorities, resource requirements and delivery modalities
- Review and approve the One UN programme, results matrix and accompanying budget.
- Oversee periodic progress reviews and approve areas of future inclusion in the One UN programme

Resource Mobilization strategy
- Provide guidance on the resource mobilization strategy for the One UN programme
- Establish an effective budgetary framework to deliver jointly on core UN resources and scaled up funding through the One Programme

Monitoring and Evaluation
- Oversee a comprehensive evaluation of the One UN Programme in 2009.

Strategic partnership
- Engage in high level discussions on progress towards One UN, at the country level and at UN HQs level.
- Ensure effective consultative process around the One UN involving Non-State Actors and Development Partners.

Communication
- Provide overall oversight on communicating externally on the progress of the One UN

1.2 Structure and Composition

- Co-chaired by Government (Permanent Secretary, MoF) and the UN (Resident Coordinator)
- Current members are:
  Government:
  - Mr. G. Mgonja, PS, Ministry of Finance
  - Dr. E. Bukuku, PS, Ministry of Infrastructure
  - Ambassador C. Mutalemwa, PS, Ministry of Planning, Economy and Empowerment
  - Ambassador Patrick Mombo, PS, Ministry of Foreign Affairs and International Cooperation
  - Ms. Salome Sijaona, PS, Ministry of Lands and Human Settlement
  - Mr. P. Lyimo, PS, Ministry of Agriculture, Food Security and Cooperatives

- Ms. M.K. Tarishi, PS, Ministry of Regional Administration & Local Government
- Mr. W. Nyachia, PS, Ministry of Industry, Trade and Marketing
- Mr. Wilson Mukama, PS, Ministry of Health and Social Welfare
- Dr. Ladislaus Komba, PS, Ministry of Labour, Employment & Youth Development
- Mr. Hamis Musa Omari, PS, Ministry of Finance and Economic Affairs in Zanzibar
- Dr. Mohammed Salehe Jiddawi, PS, Ministry of Social Welfare in Zanzibar

- Government co-chairs of the Joint TF:
- Mr. Ramadhani Khijjah, Deputy PS, Ministry of Finance
- Ms. Joyce Mapunjo, Deputy PS, Ministry of Planning, Economy and Empowerment

UN
- Mr. Oscar Fernandez-Taranco, UN Resident Coordinator
- Mrs. Louise Setshwaelo, FAO Resident Representative
- Ms. Nicola Jones, UNFPA Resident Representative
- Mr. Heimo Laakkonen, UNICEF Resident Representative
- Mr. Jurgen Schwettmann, ILO Director
Note: internal rotation system to be developed

Development Partners
- Lead DP (to be selected by DPs)

- Relevant Ministry representatives will be invited to attend a meeting if and as needed.
- Observers may be called depending on the agenda items.

1.3 Meeting schedule

The frequency of meetings will be determined by the timeline identified in the Roadmap until June 2007, and quarterly meeting thereafter.

1.4 Agenda

The agenda of meetings will be prepared by the Joint Secretariat, following consultation.

1.5 Quorum

For decision making, at least half of the Steering Committee members should take part in a meeting. Decisions will be based on a consultative process and will be documented by the Joint Secretariat.

1.6 Outputs

- An approved Roadmap on the One UN pilot.
- An approved One Programme document.
- An approved One Budgetary Framework.
- Substantive decisions taken to facilitate progress on the One Leader and One Office concepts.
- Resources mobilized in support of national priorities, and towards the achievement of the MDGs.
- A comprehensive evaluation of the One UN Programme undertaken and lessons drawn to inform the development of subsequent Programmes.

2. Joint GoT/UN Task Force (JTF)

2.1   Roles and Responsibilities

- Prepare the ToR for the Joint GoT/UN Steering Committee (JSC) and the Joint GoT/UN Task Force (JTF) for review and approval by the JSC.
- Prepare a Roadmap to guide the implementation process of the One UN pilot.
- Prepare a draft of the One UN Programme, including a results matrix and budget.
- Make recommendations on the One Budgetary Framework, One Leader and One Office concepts based on a technical review of work carried out and reflected in the Roadmap.
- Prepare quarterly progress reports on implementation progress towards the One UN pilot.
- Undertake preparatory work on the evaluation of the One UN Programme and provide technical recommendations to the JSC on the future expansion.

2.2   Structure and Composition

- Co-chaired by Government (alternate leads: DPS, MoF and DPS, MPEE) and the UN/RCO (Advisor, UN Coordination).
- Up to 15 members to include representatives of Government (including Zanzibar) and the UN country team.
- Observers may be called depending on the agenda items.

2.3   Meeting schedule

The JTF will be guided by the timeline identified in the Roadmap as to frequency of meetings.

2.4   Agenda and documentation of meetings

The agenda of meetings will be prepared by the Joint Secretariat, following consultation. A record of the meetings discussions will also be prepared by the Joint Secretariat.

2.5   Outputs

- Draft of the One UN Programme, including a results matrix and budget.
- Draft roadmap on One UN to be approved by JSC
- Technical recommendations drawn up on the One Budgetary Framework, One Office, and One Leader concepts based on underlying work carried out and identified in the Roadmap.
- Quarterly progress reports on the One UN pilot.
- A final evaluation of the One UN pilot, to inform the development of a more comprehensive One UN Programme in 2009.

3. Joint Secretariat

- The Joint Secretariat will provide secretariat support to the JSC and the JTF. Members will be drawn from Government and the UN country team, and will be colleagues best placed to ensure linkages with the JAST implementation process.

- The Joint Secretariat will be primarily responsible for sharing information and relevant documentation, for preparing the agenda of meetings subsequent to internal consultations, and for recording the Minutes of meeting discussions.
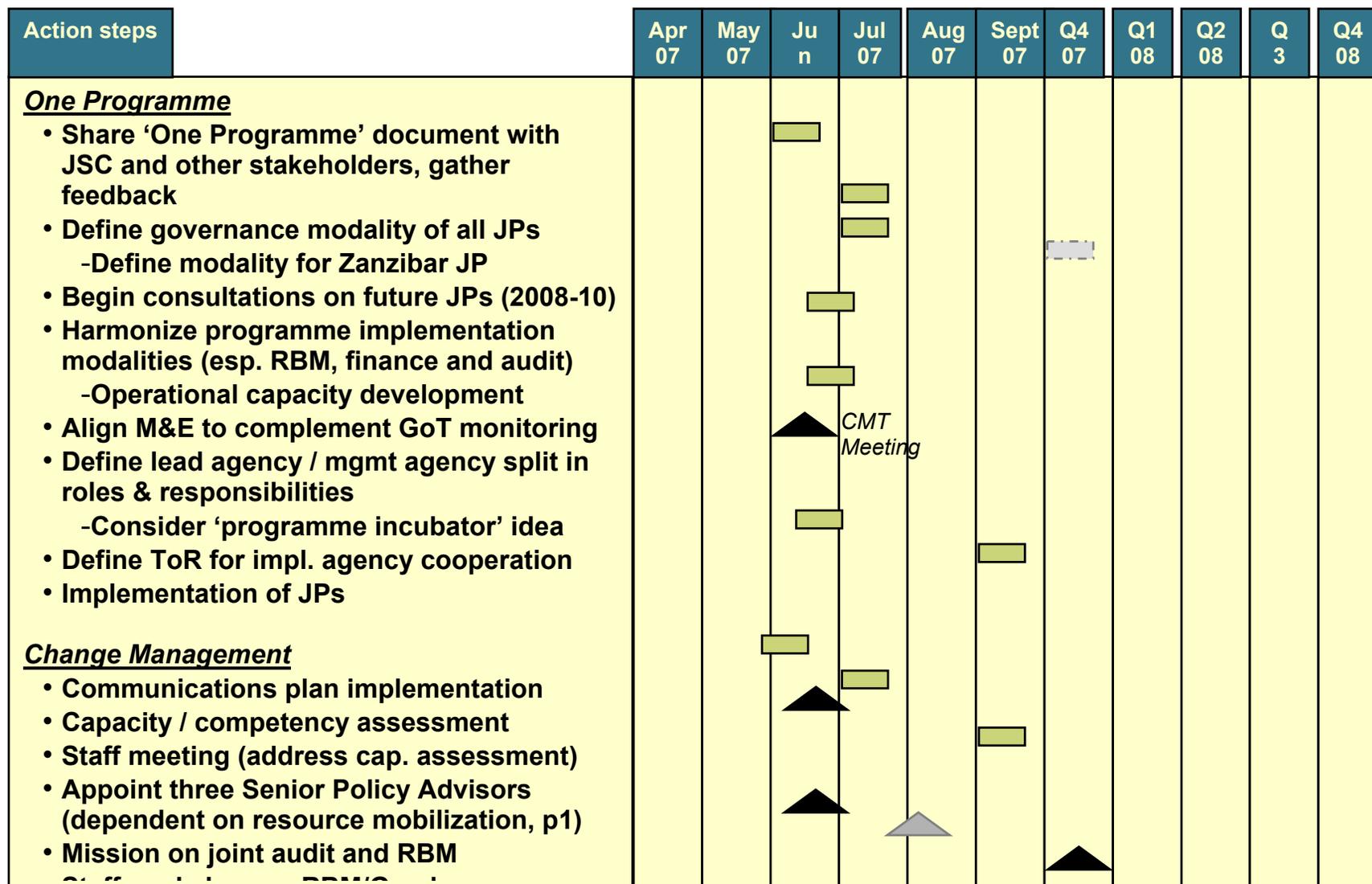
4. Budget for the work of the JSC/JTF and Joint Secretariat

The UN will make a modest financial contribution to support the work of the JSC and JTF and the Joint Secretariat, and the budget will be managed by Government. The contribution will cover the cost of stationery and costs associated with regular consultations, including retreats.

DRAFT ROADMAP FOR TANZANIA (I)

Action steps	Apr 07	May 07	Jun 07	Jul 07	Aug 07	Sept 07	Q4 07	Q1 08	Q2 08	Q3 08	Q4 08
One Budgetary Framework / One Fund											
• **Finalize ToR for One Fund (and other legal documents)**			▲								
• **Revise costing of One Programme (incl. consideration of new impl. modalities)**			▭								
• **Communicate One Fund (&costs) to stakeholders (consultation with donors, HQ)**						◆					
• **Activate One Fund (with initial funding) / Programme**			▭								
• **Harmonization of fund mgmt modalities across JPs**			▭								
• **Define ToR for JSC members (rotation, internal consultation)**				▭							
• **Draft resource mobilization strategy**			▭								
• **Draft proposal for fund allocation criteria**				▭							
• **Decide initial allocation for funds received so far (e.g, the Norwegian contribution)**			▭								
• **Define One UN relationship to DPG/IFIs (proposal for how they interact with JSC)**											
Official Launch of 'One UN Tanzania', including One Fund						◆					

DRAFT ROADMAP FOR TANZANIA (II)

Action steps	Apr 07	May 07	Jun	Jul 07	Aug 07	Sept 07	Q4 07	Q1 08	Q2 08	Q3	Q4 08
One Programme											
• **Share 'One Programme' document with JSC and other stakeholders, gather feedback**			▭								
• **Define governance modality of all JPs**				▭							
-Define modality for Zanzibar JP				▭			▭				
• **Begin consultations on future JPs (2008-10)**			▭								
• **Harmonize programme implementation modalities (esp. RBM, finance and audit)**											
-Operational capacity development			▭								
• **Align M&E to complement GoT monitoring**			▲ *CMT Meeting*								
• **Define lead agency / mgmt agency split in roles & responsibilities**											
-Consider 'programme incubator' idea			▭								
• **Define ToR for impl. agency cooperation**						▭					
• **Implementation of JPs**											
Change Management			▭								
• **Communications plan implementation**			▲	▭							
• **Capacity / competency assessment**						▭					
• **Staff meeting (address cap. assessment)**											
• **Appoint three Senior Policy Advisors (dependent on resource mobilization, p1)**			▲		▲						
• **Mission on joint audit and RBM**							▲				

DRAFT ROADMAP FOR TANZANIA (III)

Action steps	Apr 07	May 07	Jun	Jul 07	Aug 07	Sept 07	Q4 07	Q1 08	Q2 08	Q3	Q4 08
One Office											
Implementation of OMT workplan		▭									
Piloting One UN house in Zanzibar					▭						
CMT Code of Conduct											
• **Institute forum for CMT to understand each other's priorities and issues better (CMT meetings? separate sessions TBD)**			▭								
• **Review dispute resolution mechanism draft guidelines from HQ**			▭								
• **Draft internal "Team Charter" for CMT building on agreed guidelines**			▭								
• **Outline any perception issues needing to be addressed (e.g. emails, UNDP logos, government / donor perception, etc)**			▭								
• **Develop & implement plan to address perception issues**				▭							
Issues to be raised with HQs											
• **Consultations to understand ideas for improvement to accountabilities, etc.**					▭						
• **Develop proposal to flag issues identified to agency HQs, RDT, ASG Support Committee**					▭						