



Delivering as One in Tanzania
Key Lessons Learned and Challenges
Preliminary findings of the Country Led Evaluation



United Republic of Tanzania



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Key Lessons Learned and Challenges

One UN Programme

Lessons Learned:

- o The One Programme is aligned to national goals and national priorities. It is addressing critical gaps.
- o Factors identified as contributing to better UN programmes include: joint programming, mutual accountability, an empowered Country Management Team, effective monitoring and evaluation, and the use of performance based funding.
- o In Tanzania we experienced difficulties designing a coherent One Programme in the context of an already in place UNDAF for which agency specific plans were already approved.



Key Lessons Learned and Challenges

One UN Programme

Challenges:

- o To improve coherence, Tanzania is developing a single business plan, the United Nations Development Assistance Plan (UNDAP) 2011-2015.
- o The UNDAP will have to be qualitatively far better than any plan or programme ever produced, far more focused and strategic, able to deliver greater development results.
- o The UN's move upstream will need to be accompanied by a rapid restructuring of the human resource profile of UN Agencies
- o There is a need to look at discontinuing old programming requirements in the context of an UNDAP, for example the introduction of a single report.



Key Lessons Learned and Challenges

One Fund

Lessons Learned:

- o The One Fund has improved programming, led to better management for results, and enhanced the UN's compliance with the Paris Principles.
- o Coordinated mobilization of resources has resulted in reduced competition and fragmentation among UN Agencies.
- o The One Fund governance structures have significantly enhanced national leadership and ownership.
- o Objective eligibility and performance based criteria are needed to ensure budgets are linked to realistic implementation and absorption capacity. This improves the strategic focus of programmes.



Key Lessons Learned and Challenges

One Fund

Challenges:

- Predictability has improved but there is scope for further progress to ensure better long term planning.
- The One Fund has enabled resources to be mobilized both locally and globally, but there is a need to ensure sustainability of this funding in the future.
- More can be done to improve the UN's adherence to the Paris Principals including; alignment to national fiscal calendar, increased use of national reporting tools and enhanced use of national basket funds.
- Continued support from Donor Partners will only be made available to an engaged and motivated collective UN, which believes in its own reform and delivers better development results.



Key Lessons Learned and Challenges

Empowered Leader and Country Team

Lessons Learned:

- o A formally empowered One Leader is a prerequisite for the successful implementation of One UN reform.
- o Without effective leadership by the Resident Coordinator and system wide ownership of the role, incentives for better coordination are limited.
- o An empowered Resident Coordinator needs the support of UN Country Team with increased authority delegated by HQ.
- o The One M&E framework and One Fund have been strategic tools at the Country level for the Resident Coordinator to drive the reform process.



Key Lessons Learned and Challenges

Empowered Leader and Country Team

Challenges:

- o Further institutionalisation and clarification of the role of the Resident Coordinator is necessary including the implementation of the Management and Accountability Framework for the Resident Coordinator's system.
- o Mutual accountability and responsibility between the Resident Coordinator and the Country Management Team needs to be enhanced so the UN works to a common goal rather than being governed by agency specific interests.
- o The provision of sufficient support and qualified personal to the Resident Coordinators Office is critical.



Key Lessons Learned and Challenges

One Office

Lessons Learned:

- o Improved harmonization of business practices is bringing increasing returns for the UN and Government.
- o Harmonized procurement is reducing parallel processes, subsequent transaction costs, improving coordination and planning, and providing value for money.
- o Practical solutions such as One ICT are crucial to realizing Delivering as One principals and can advance progress significantly.
- o Common services are highly important and relevant, we have seen this in the One Office on Zanzibar.



Key Lessons Learned and Challenges

One Office

Challenges:

- o The key objective of the One Office is for the UN to deliver assistance in a more cost efficient manner.
- o To advance progress on this we must look at putting incentives in place to allow the full realization of benefits that can be derived from harmonizing business practices.
- o These incentives must be put in place at the country level and also at HQ level.
- o In areas such as finance and human resources, real progress in the harmonization of practices requires critical changes to take place in rules and procedures at the HQ level.



To Conclude

DaO progress depends on engagement, vision, strategies and resources. But paramount is the commitment and political will of all partners. The UN reform in Tanzania has reached a crucial stage as important progress has been achieved against great odds. For the reform to accelerate further and to become a full success, a renewed political momentum from all stakeholders at field level and at HQs is imperative.



Thank you



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