

UN Reform in Tanzania at a Glance 2010

Why reform?

The demands on the UN from Member States have increased and become more complex. The UN has been requested to be more results-oriented, effective and efficient. UN reform is a response to the changing aid environment - an attempt to translate the Paris and Accra principles into practice. Delivering as One - or One UN - as the reform efforts at country level are also labelled, calls for the UN to reposition itself to remain a relevant actor in the field of development and achieve a greater impact on the ground.

The role of the pilots

As one of eight countries around the world, the Tanzanian Government requested to pilot the 'Delivering as One' initiative and has since January 2007 been developing new ways of working together with the UN. By bringing to life a set of reform recommendations by the High-level Panel on System-wide Coherence, the pilot countries are continuously testing and experimenting with new working methods and tools on the ground. It is a bottom up approach to reform: evidence from change in the field will influence the agenda and the political process at Headquarters level. The support of Member States is crucial to ensure that best practices from the pilots are effectively applied as operational standard across the world. The Delivering as One process has two dimensions: a political one involving the General Assembly and the Governing Bodies of the UN agencies as well as a technical one involving business re-engineering by pilots and HQ. The two are mutually reinforcing.

What has changed?

Changing what the UN does (programmes) and how it does it (operations) relies on two critical drivers of change: changing decision making processes and funding patterns/ mechanisms.

National ownership and government leadership of UN operations have taken a new dimension since the onset of the pilot. Through the Joint Government - UN Steering Committee, co-chaired by the Permanent Secretary of the Ministry of Finance and the UN Resident Coordinator, the Government is directly involved in all decision-making and responsible for resources allocation from the One Fund - the

new funding mechanism in Tanzania. Central to the change process at country level is the concept of the 'five Ones': One Programme, One Fund, One Office, One Leader and One Voice.

The One Programme consists of 11 joint programmes addressing national priority development issues. Through the modality of joint programmes, the UN has been able to substantially improve its programmatic alignment and coherence, while making increased use results-based management and national systems. Most joint programmes scored above the Paris Declaration targets set by the UN in 2008. The strategic focus of the UN has also been further sharpened with an internal division of labour ensuring that agencies realise the full potential of their complementary expertise.

The funded budget of the One Programme in fiscal year 2009/2010 is USD 55 million - equalling some 60% of the UN's total projected development envelope to Tanzania of approximately USD 90 million.

Overall, many of the challenges that the UN actors are working jointly to overcome correspond to the priorities of the Joint Assistance Strategy for Tanzania (JAST). The efforts to strengthen policy advice and make increasing use of national systems for disbursement are assisting the UN to live up to the JAST commitments - reducing transaction costs for the Government.

The One Fund was established in Tanzania October 2007. Since then, donors have strongly supported the reform process in the country by investing over 60 million USD in the One Programme through the One Fund, instead of channelling funds directly to individual UN agencies. Through a performance based allocation system, the One Fund has enabled effective application of results-based management principles and monitoring and evaluation. Resources channelled through the One Fund have proved to be the key driver of change to experiment with new business practices. In addition, the UN's long term planning capacity and funding predictability have been improved through the One Fund mechanism and transaction costs reduced for donors and Government.



The One Office agenda focuses on harmonizing business processes and developing common services for all UN agencies with a view to increasing operational efficiency and financial savings. The UN interagency Operations Team is working particularly on joint procurement, joint information communication technology and joint HR tools to monitor the HR capacity available. A comprehensive capacity assessment was carried out as a first step to understand the current HR profile at the country level. This serves as a basis for shifting the HR skills mix from programme management to more strategic policy advice and technical assistance for the

UN Tanzania was expecting to save a projected USD 300,000 in 2009 and an additional USD 900,000 in 2010 through common procurement. Joint ICT was to realise savings of USD 150,000 in 2009. Savings are currently being calculated.

Government.

The Government and the UN is also looking to realise a common UN House in Dar es Salaam, which is already in place in Zanzibar. Changing the way the UN operates is critical to deliver on the aid effectiveness agenda.

The One Leader refers to empowerment of the UN Resident Coordinator and the entire team of heads of UN agencies. An effective and committed UN Country Team under the leadership of the Resident Coordinator has been one of the key strengths of the Delivering as One process. The team was able to adopt an ambitious agenda of change that required decision making on sensitive issues on a monthly basis to facilitate the smooth implementation of the reform process.

The One Voice component of the reform initiative enhances UN coordination, capacity and impact in the area of communications. With a Delivering as One Communication Strategy the UN interagency Communication Group supports joint programme delivery. Guidelines and tools have been developed to enable the UN agencies to 'Communicate as One' - applying the principles of the UN division of labour. Internal communication about the reform has also been key to the change management process. Not until the reform is fully embraced internally will it have the desired effect externally. The joint external communication has improved and increased the visibility of UN and fostered support among external stakeholders.

Immediate challenges ahead

The UN in Tanzania has made progress on a number of fronts, but increased support from Member States at the political level is required to realize the full potential of the reform initiative. Member State backing is particularly essential to make progress on the following key issues:

1. A UN Development Assistance Plan (UNDAP) encompassing all UN development activities in one single programme covering 2011 – 2015 will substantially improve the coherence and efficiency of the UN in Tanzania and eliminate parallel processes. A common programme document must be approved by the governing bodies of UN Agencies. This proposal is in line with UN resolution A/RES/63/311 on system-wide coherence.

2. A single report that substitutes agency specific reporting requirements, as requested by the ECOSOC resolution on system-wide coherence, is required to harmonize reporting and reduce parallel process and transaction costs. Governing bodies must allow this change.

3. National cycle: Not running in sync with the national cycle is creating additional work within UN agencies and for Government, as a dual accounting is needed (accounting and reporting locally in sync with the Government of Tanzania, but also accounting in line with HQ calendar). UN HQ must find a way of allowing country operations to align with local fiscal calendars.

4. A country-led evaluation of Delivering as One in Tanzania is expected to be completed by June 2010. There is a need to ensure that the **global independent evaluation** of pilots does not duplicate the work done in the context of the country-led evaluation.

5. HACT: Efforts to rely on national systems are hampered by all agencies not having adopted the Harmonized Approach to Cash Transfer (HACT). The HQs and governing bodies of all UN agencies need to adopt the HACT and ensure implementation at country level.

6. Channelling savings: HQs and governing bodies need to devise an incentive system to allow savings accrued from harmonization of business practices to be channelled to programmes.

