



UN Reform in Tanzania at a Glance in 2011

The UN in Tanzania is one of eight countries in the world to pilot the Delivering as One (DaO) reform. Since January 2007, the Tanzania country office has been developing new ways of working together with Government to achieve a greater impact on the ground by being more results oriented, efficient and harmonising its business practices across agencies. More specifically, it involves streamlining programs, focusing on areas where the UN can have an impact; reducing the duplication of effort; and making more effective use of human and financial resources. UN reform comes in response to the changing aid environment - an attempt to translate the Paris and Accra principles into practice. It also aims to reaffirm the UN's position as a relevant actor in the field of development.

What constitutes the reform?

The DaO approach was conceptualised as 'Four Ones': **One Programme; One Leader; One Fund; One Office**. The **One Voice** was added by the UN Country Management Team in Tanzania in 2008 - making 'Five Ones' which collectively accounted for approximately 37% of the UN Development Assistance Framework (UNDAF) for January 2007- June 2011.

Within the reform, the pilot countries are continuously testing and experimenting with new working methods and tools. It is a bottom up approach to reform: evidence from change in the field is influencing 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.

DaO 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 UN business procedure reengineering by pilots and HQ. The two are mutually reinforcing.

What has changed as a result of DaO?

The **One UN Programme** was the first of the 'Ones' to be fully developed in Tanzania. Under the UNDAF 2007-2011, it has been implemented through Joint Programmes encompassing areas such as *Support to the National HIV and AIDS Response, Environment and Climate Change and Strengthening National Disaster Preparedness and Response Capacity*. The Joint Programme approach involved collaboration between UN agencies and partners, requiring joint work plans, joint budgets and defining common results.

The **One Fund** was established in Tanzania in October 2007. Since then, donors have invested over 90 million USD through the One Fund, rather than channelling funds 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 on joint procurement, joint information communication technology and joint human resources (HR) tools to monitor HR capacity available. A comprehensive capacity assessment was carried out as a first step to under-



stand 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 Government.

The Government and the UN are also looking to realise a common UN House (co-location) in Dar es Salaam, which is already in place in Zanzibar.

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 DaO. The team was able to adopt an ambitious agenda of change that required decision making 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 DaO Communication Strategy, the UN interagency Communication Group supports 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.

What is on the horizon for DaO?

For the next programming period, July 2011-June 2015, the UN in Tanzania has developed a single business plan: the **UN Development Assistance Plan (UNDAP)**, approved by the Government of Tanzania and UN Joint Steering Committee on 13 December 2010. The UNDAP captures the entire range of activities supported by the UN system in Tanzania, replacing the current requirements of the UNDAF and agency specific country programme planning documents. It builds upon lessons learnt from previous planning and the first generation of DaO 2007-2011.

The UNDAP articulates, in greater detail than ever before, the precise contribution of the UN to Tanzania's national development priorities and international commitments, thereby enhancing transparency and accountability to Government and Development Partners. It pushes the reform further by deepening the harmonization of business

practices and improving cost effectiveness.

The Programme Results Matrix is complemented by a Programme Monitoring and Evaluation Matrix which includes indicators, baselines, targets and means of verification *plus* a Delivering as One Matrix which defines the strategic results and actions of the reform process. Finally, Tanzania made history by becoming the first country globally to produce a **Common Country Programme Document (CCPD)**, a subset of the UNDAP. It incorporates a common narrative with agency-specific components, results frameworks and resource requirements for UNDP, UNFPA, UNICEF and WFP.

As well, under the UNDAP, the UN's planning cycle will now be aligned with Government's, enabling compliance with requirements for the national budgeting process. This is in line with the UN Tanzania's commitment to using national systems such as the Government Exchequer, wherever possible.

What is Government's role in the reform?

Government has shown leadership and ownership in the DaO reform, reaching as far back as 2006 when they volunteered to become one of the eight pilot countries. Today, through the Joint 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.

What challenges lie ahead?

Increased political support from Member States is required to make progress on:

- 1. HACT:** Efforts to rely on national systems are hampered by all agencies not having adopted the Harmonized Approach to Cash Transfer.
- 2. Interpreting the UN General Assembly Resolution on system-wide coherence:** There is a need to create a uniform understanding of the resolution followed by a sensitization campaign at the headquarters, regional and country levels.
- 3. Establishing systems for joint implementation and monitoring**
- 4. Demonstrating improved cost-effectiveness and efficiency:** The challenge will be to monitor transaction costs and translate the findings into quantifiable improvements in the way we work.

