

FINAL CONCEPT PAPER

**One United Nations in Tanzania
UN Country Team
23 February 2007**

A vision of One UN in Tanzania

The overall purpose of UN reform is to simplify and align in order to achieve more effective development results. If the UN is to demonstrate its relevance in support of national priorities, the system as a whole has to work more effectively at sector level and beyond, and in partnership with others (Government, civil society and private sector), whilst relying as far as possible on national systems and processes already in place. With a strong commitment to move forward on the UN Reform agenda, the UN System in Tanzania views the 'One UN' pilot as an opportunity to make further progress towards articulating and demonstrating a strategic role in support of development outcomes articulated in key national frameworks and reflected in the latest UNDAF, 2007-2010. The One UN pilot will progress towards the achievement of the 'Four Ones'¹, beginning with a One UN Programme that will entail a collective identification of achievable outcomes for the period 2007-2008, that are then realized as far as possible through the implementation of joint programmes, but complemented additionally by working through new modalities such as a pooled facility for technical assistance that is managed by Government. The latter represents innovation emerging from a JAST aid environment, and the UN country team views the One UN pilot as an opportunity to explore ways of aligning with new ways of working. Through the One Programme, the UN country team will be unified around a set of outcomes collectively identified, and for which there is national buy-in given that these outcomes are drawn from the second-generation UNDAF that is based on the National Strategy for Growth and Reduction of Poverty (NSGRP-mainland, and ZSGRP, the Zanzibar equivalent). The pilot Programme also reflects how the UN country team will deliver joint capacity development support to strengthen national coordination, planning, budgeting and monitoring processes, and additionally to strengthen dialogue processes. As one of eight pilot countries selected, the country team believes that a 'One UN' in Tanzania is achievable, but it requires boldness, innovation, and flexibility.

As a demonstration of its commitment to the principles of harmonization, aid effectiveness and the achievement of development goals, the UN has undertaken a number of initiatives and reforms to keep pace with a dynamic national context that is increasingly oriented towards general budget support as the preferred financing modality. The UN now works within the context of the Joint Assistance Strategy for Tanzania (JAST), which was signed in December 2006, and will move ahead on implementing key recommendations emerging from the Report of the Secretary-General's High-level Panel (November 2006) in the same light. UN Reform in Tanzania therefore speaks directly to the key challenges emerging from a JAST aid environment that places emphasis on strengthening national ownership and Government leadership of the development process; aligning development partner (DP) support to Government priorities, systems, structures and procedures; harmonizing Government and DP processes; managing resources for achieving development results; and strengthening domestic and mutual accountability.

This note reviews progress made thus far, and outlines a roadmap towards implementing the One UN pilot (encompassing all four pillars) in Tanzania. It also makes reference to key issues that need clarification to further advance dialogue at HQ level.

¹ One Programme, One Budgetary Framework, One Office and One Leader.

CURRENT STATUS OF THE UN REFORM PROCESS IN TANZANIA

National Context and Aid Environment

As indicated above, national priorities that include targets towards achieving the MDGs, are articulated in the National Strategy for Growth and Reduction of Poverty (NSGRP), known as MKUKUTA in kiSwahili, and the Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP) or MKUZA. The development of the two frameworks involved extensive consultations among stakeholders and communities, and strong Government leadership of the process resulted in both of these second generation Poverty Reduction Strategies being much more authentic in terms of national ownership than their predecessor frameworks. MKUKUTA/MKUZA therefore provide the overarching framework for poverty reduction efforts in Tanzania, in addition to guiding the application and allocation of development assistance as reflected in the JAST.

Tanzania has made great strides towards national ownership, government leadership, and strengthened development partnership over the last few decades. Applying the principles of the 2005 Paris Declaration on Aid Effectiveness to the national context, the JAST Memorandum of Understanding (MoU) was signed in December 2006, between the Government of Tanzania and eighteen DPs, including the UN². The JAST is a national strategy for managing development cooperation assistance to Tanzania, keeping as the focus key objectives as outlined on page one. The Development Partner Group (DPG) recently completed the preparation of a results-based Joint Programme Document (JPD), which is a framework to support harmonized programmatic efforts to achieve development outcomes, given the JAST aid environment. The UN participated in the development of the JPD to ensure that the UNDAF was well aligned to the overall DPG programmatic initiative.

With the JAST in place, Tanzania's aid environment is fast changing, with greater focus on GBS and Sector-Wide Approaches (SWAs). There has also been strong emphasis on alignment and rationalization, especially on the need for 'on-budget' assistance with increasing use of national processes, systems and procedures. Additionally, in line with a changing aid environment, greater focus is now placed on rationalization, harmonization and alignment of policy dialogue around national core processes. A central element in the development architecture is the application of *Lead*, *Active*, and *Delegating Partner* concepts within a coherent division of labour across the DPG that is expected to substantially reduce the transaction burden on Government and provide for greater coherence, particularly at the policy dialogue level.

This evolving and dynamic context presents challenges to the UN as well opportunities to enhance the organization's impact at both the policy and programmatic levels.

UN reform in context

In line with the Report of the Secretary-General's High Level Panel on UN System-wide Coherence and in the national context in which the UN operates, the 'step-change' needed for individual UN agencies to be effective is contingent upon working effectively as a UN system at the country level - achieving policy coherence and 'delivering as one' in terms of programme implementation. In this respect, the UN country team in Tanzania has made progress on a number of fronts.

In mid-2004, the UN Country Management Team (UNCMT) agreed that there had to be a clear assessment of the effectiveness of the UN's support to the first PRSP/ ZPRP before developing the next UNDAF (2007-2010). The intention was to then open the UN system to greater scrutiny, to assess the extent of UN support to the implementation of the first PRSP/ZPRP, and to gauge the views of external clients and partners. For its time, the independent Joint Strategic Review (JSR) was considered quite innovative. It served as the precedent from which the UNDAF took direction, and informed the UN's contribution to the JAST. The JSR affirmed the UN's key comparative advantages in Tanzania's dynamic aid environment including the UN's convening power; its role as an honest broker and trusted impartial partner; its focus on capacity development; and its special role regarding humanitarian assistance. Ultimately, the JSR was a catalyst of change for a more united, results-oriented and effective UN at the country level and shaped the UN activities in Tanzania. To date, significant strides have been made to follow through the recommendations at both policy and operational levels. For instance, the UN System maximized the comparative advantage and technical expertise of UN agencies in

² The UN Resident Coordinator signed on behalf of the entire UN country team.

its support to the review of the first PRSP/ZPRP and in its continued support to further strengthen the national poverty monitoring system, as well as support the costing of the MKUKUTA and eventually the MKUZA.

In July 2006, the Government of the United Republic of Tanzania signed the second generation UNDAF³ for the period 2007-2010. Guided by the MKUKUTA and MKUZA, as well as by the JAST, UNDAF II reflects the UN System's collective support to the achievement of national development priorities within the context of the changing aid environment. It is important to note that the preparation of the UNDAF was a highly iterative process, aligning support to the three key pillars of the outcomes based on the MKUKUTA/MKUZA, and includes the UN's response to humanitarian concerns and the transition from humanitarian to development. The country team took a collective decision to rely on the analytical work underpinning the newly adopted MKUKUTA and MKUZA. No separate Common Country Assessment (CCA) was therefore undertaken.

In the current context, the UN plays a central role in upstream policy dialogue through its convening role demonstrated through the high level policy discussions at the quarterly Development Cooperation Forum (DCF) at which the UN Resident Coordinator (UNRC) plays a leading role, and similarly, through the Development Partners Group (DPG) whose monthly meetings are co-chaired by the UNRC and a rotating bilateral partner. In addition, the UN System has made significant progress towards engaging in SWAps and DP working groups at the sector level, taking on leading and convening roles in sectors most notably, agriculture, poverty monitoring, gender, health and maternal health, the legal sector, anti-corruption efforts, HIV/AIDS. The UN is also supporting the strengthening of the Public Expenditure Review process, which is ongoing.

More recently, the UN agreed on an internal division of labour that aims to demonstrate a UN speaking with one voice in policy dialogue forums with Government. Building on the agreement, the Operations Management Team (OMT) and the Inter-Agency Programme Committee (IAPC) will further follow up on 'internal' organizational requirements to support UN Agencies that have taken on a lead role.

Key Challenges

While significant progress has been made, there are still important **challenges** to overcome. For instance, the current landscape points to the need for **a sharp change in skills mix** within the country team for UN support to continue being effective and relevant. While a thorough diagnostic is difficult given the short time, a preliminary assessment has been carried out to inform initial discussions at UN management level. Taking a 'quick-win approach', the proposal is to be more strategic about identifying adequate levels of skills and staff, and in the new recruitment drive to aim for 'fewer' but higher caliber staff. Upscaling of the UN's policy advisory services in the three MKUKUTA/MKUZA clusters and an effective mechanism of pooling UN-wide resources and skills will be of priority in this context.

Additionally, important lessons have been drawn from the Medium-Term Expenditure Framework (MTEF) exercise as well as the Paris Baseline survey that reinforce guidance provided by the Joint Strategic Review. While the UN leads in areas of joint country analysis, the organization faces significant challenges in aligning agency specific planning, monitoring and evaluation tools with national procedures and systems. Only 33% of UN support to Government is currently 'on-budget' and 13% of UN support to the public sector is channeled through the national public financial management system. More needs to be done to bring UN technical cooperation into Government-led coordinated frameworks, and to streamline the overall project portfolio and all of the transaction costs associated with that modality. Although the UN will continue to make use of the project modality, this has to be applied where there is a demonstrated need for piloting innovation e.g. to inform policy decisions and scaling-up as well as emergency situations. Projects will adhere to the JAST principles, will be 'on-budget', and will avoid the setting up of parallel implementation units that lead to fragmentation.

THE FOUR PILLARS OF THE UNITED NATIONS IN TANZANIA

The Secretary-General's High Level Panel on System-wide Coherence⁴ in its report (November 2006) recommends 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, starting in 2007. In Tanzania, a 'One UN' pilot will build on a achievements made over the last few years given a progressive re-positioning of the UN in a dynamic

³ The UN Development Assistance Framework.

⁴ Full title: "Secretary-General's High-level Panel on UN System-wide Coherence in the Areas of Development, Humanitarian Assistance, and the Environment."

aid environment. The UN Country Team is committed to the development of One Programme as the first and foremost step that will become the basis for operationalizing the 'One UN'.

One Programme 2007-2008

The UN country team has made substantial progress on initiatives that constitute the building blocks for a One Programme. These building blocks include the following: the second generation UNDAF, Country Programme Action Plans (CPAPs) of four Ex-Com Agencies, Country Programme or equivalent programming instruments of Specialized and Technical Agencies, and Joint Programmes currently operational, conceptually at an advanced stage or being initiated. The One Programme in Tanzania will be a 2-year (2007-2008) initiative that will deliver achievable results in line with the UN's comparative advantage. The Programme will reflect the move 'upstream' to policy advisory services building on experience gained through community-based work. Equally, the Programme will pay attention to the UN's capacity development role in the area of disaster preparedness and the transitional issues to development that derive from continued support on humanitarian issues. The UN country team has agreed that humanitarian interventions *per se* will not be included in this first One UN Programme.

The second generation UNDAF is a fundamental point of reference for the One Programme, as it is firmly aligned to the MKUKUTA/MKUZA and has been officially signed with Government. The strategic framework places emphasis on sustainable impact and measurable results that make a change in the lives of the poor and most vulnerable. Grounded in the MDGs, UNDAF II does include however, the UN's humanitarian assistance and human rights support to Tanzania. The accompanying Results Matrix shows a UN committed to strengthening system-wide coherence, and alignment with the broader development partner community to improve on aid and development effectiveness. It takes into account a shift upstream, to policy dialogue and engagement that is supported by local evidence emanating from community level action. It has three main outcomes, namely to have:

- increased access to sustainable income opportunities, productive employment and food security in the rural and urban areas;
- increased access to quality basic social services for all by focusing on the poor and most vulnerable; and
- strengthened democratic structures and systems of good governance as well as the rule of law and the application of human rights, with a particular focus on the poor and vulnerable groups

As far as possible, the UN country team took important steps to ensure that the development of the UNDAF was in sync with national development priorities and aligned to national processes as far as possible. The submission of the UNDAF to the Executive Boards of the ExCom Agencies was postponed for this reason: additional time was needed to ensure the UNDAF reflected the main elements of an evolving JAST. Policy and operational support from UN Agencies' Governing Bodies/ Executive Boards will be crucial if the UN country team is to go much further on harmonization and alignment, however, particularly where operational details imply an adjustment in some cases of agency specific guidelines and regulations.

The Country Programme Action Plans of the four Ex-Com agencies was also signed in December 2006, as programming instruments for the implementation of UNDAF II. These documents reflect a conscious effort to move upstream to rationalized sector engagement as well as reflect internal change that resonates with the new environment. Additionally, the country team has also reached an agreement with Government that there will be one signatory and one coordinating authority (policy focal point) for all four CPAPs (Ministry of Finance⁵). Furthermore, some of the Country Programmes/equivalent programming instruments of Specialized and Technical Agencies have also taken on board the UNDAF as the fundamental framework, thus, reflecting a consistency across the board of the UN's strategic positioning in Tanzania.

The country team views joint programmes as a tactical 'quick win' in the context of UN Reform but does not rule out the option of working through emerging Government-led modalities. In this context, there are currently three operational joint programmes:

- Human Security North West Tanzania (phase II)
- Education Sector-wide Management Information System
- HIV/AIDS Zanzibar

⁵ A common Ministry of Finance focal point will not preclude operational link with a central ministry such as the one responsible for Planning, or with sector (line) ministries.

One joint programme is at an advanced stage conceptually, and will be moving ahead:

- HIV/AIDS Mainland

Five priority areas were selected for initiating new joint programmes that articulates a strategic role for the UN in supporting national efforts towards the MDGs and MKUKUTA/MKUZA goals. These four areas include:

1. Maternal mortality (UNFPA, WHO and UNICEF joint programme)
2. Rural and private sector development, with a particular focus on youth employment and rural livelihoods (ILO, UNDP, FAO, UNIDO, WFP, IFAD and UN Habitat joint programme)
3. Capacity-development (UNDP, UNICEF, UNFPA joint programme)
4. Comprehensive capacity building programme for Zanzibar (UNDP, UNICEF, UNFPA, UNESCO, WHO, FAO joint programme)
5. Disaster preparedness/response (WFP, UNICEF, UNDP, FAO joint programme)

The country team has formed an inter-agency Task Force to synthesize strategic components of these building blocks and develop the One UN Programme. The work of the Task Force will be guided by a Steering Committee, comprising members drawn from the UN Country Management Team (UNCMT). The Task Force will give regular feedback to the full UNCMT. The country team will work closely with Government to more fully develop and finalize the One UN Programme, as well as during the subsequent phases of implementation, monitoring and evaluation. The UN will furthermore build on positive commitments made by donors towards a One UN initiative at country level, and undertake strategic consultations with donors throughout the process.

One Budgetary Framework

A number of initiatives aimed at providing pooled resources have already been experimented with varying degrees of success. For example, during the PRS review (2004/5), resources were provided to the UN through the RCO, to support national counterparts primarily through analytical and drafting support, the carrying out of specific research, and country-wide consultations. There has also been some progress on joint programming, and initial thinking around 'joint workplans', including ideas around resource transfer modalities. Other examples of joint planning/programming that resulted in a leveraging of collective resources can be demonstrated through UNDP's management of the election basket; an ongoing joint programme to develop a comprehensive Education Sector-wide Management Information System; and through UNFPA's support to the health sector basket which was aligned to the health sector planning and budgeting process. The latter example has meant that in addition to strengthening health systems, UNFPA-related programme activities are implemented through a sector-wide coordinated framework.

Building on the above, the country team has agreed that a One Common Budgetary Framework will be a consolidation of core and unmarked funds assigned to the common set of outcomes around which UN Agencies unify to deliver results in 2007-2008. This Common Budgetary Framework will be preferably resourced by a pooled fund allocated by the RC to UN Agencies acting as a managing or administrative agent for joint programmes, while keeping flexible and open to working through other funding modalities. In this process, the country team recognizes the importance of in-depth discussions by those working on programmatic commitments and operations. Additionally, efforts will be made to standardize cost recovery percentages and to put in place mechanisms to ensure transparency, accountability and reporting both internally and externally. This work will start with the priority Joint Programmes to test and learn from experiences that inform the eventual establishment of a Trust Fund, which will ensure simple, participatory mechanisms for allocating funds. Given the complexity of operational implications at HQs level, the country team will have discussions with UNDG on a possible multi-donor trust fund, exploring models such as those that fund UN operations in Iraq, Sudan and the DRC.

Furthermore, as of January 2007, within the context of alignment and harmonization, a **new tool** that simplifies the transfer of cash to implementing partners (Government and non-governmental) will be phased in and used by the Executive Committee Agencies. Prior to the adoption of this tool, a UN operations team fulfilled the requirements of a 'macro' and 'micro' assessment while adhering to the principle of keeping transaction costs on

partners to a minimum. The findings and recommendations of the reports will be of value to the process of developing a common budgetary framework.

The country team also envisions exploring the option of Government contributing resources to the One Budgetary Framework for the One Programme, either through its own resources or those provided by donors to Government. The latter is a modality already in use by some UN Agencies, and will be a positive sign of national commitment and ownership of the One UN pilot.

One Office

Joint premises are important as a way of promoting a more unified presence at country level, reducing costs and building closer ties among UN staff. Hence, the country team will work towards joint premises, starting with the sub-offices in Zanzibar and North Western Tanzania. The 'joint office' example in north-western Tanzania, established through a Memorandum of Understanding between six agencies⁶, is probably the most advanced model at country level. In Zanzibar, UNDP and UNFPA share premises, and UNICEF is currently exploring the option of joining the office. In Dar es Salaam, the move by UNDP to new premises will accommodate UNAIDS, UN-HABITAT, UNIDO, UNIC and UNV, as well as the UNICEF Information Centre. This is a temporary arrangement; the vision of the country team is to have a One UN House established over the next five years. Land for the UN House has been the focus of ongoing discussions with Government over the past year; and the country team has considered exploring the option of opening the administration and management of the One UN House to competitive bidding. Additionally, the team will work towards negotiating a common Basic Standard Agreement, as it is considered a key milestone towards the One Office. Whilst the process towards joint premises may be a long one, in the short-term, the country team will explore ways of promoting a 'virtual' One Office by establishing inter-agency teams that work on the development and implementation of joint programmes; as well as through the pooling of senior advisory support. An effective UN intranet will be pivotal to the functioning of the virtual teams, for the efficient sharing of information, and to enable a regular monitoring of progress made towards the achievement of results identified in the One UN Programme.

In addition to joint premises, the common management practices and common support services require equal attention in order to make progress on this front. Different rules and regulations as well as incompatible systems at times pose serious constraints to alignment and simplification of management practices. The country team recently discussed ways to harmonize IT systems as a key area towards common management practices.

These challenges call for a strengthening of the OMT. To this end, an Operations Manager/Advisor will be recruited to the RCO to assist the OMT in undertaking these initiatives. Additionally, the OMT will also develop a joint programme on operations to streamline its work and systematically address operational challenges around the One UN Initiative. The OMT will also undertake initiatives, such as a mapping of different systems and procedures, and facilitating a regular exchange of lessons learnt among Operation Managers so as to promote a better understanding of differing systems and procedures and work towards common support services.

Given that the process towards One Office will have significant implications on UN staff, the country's communication team is in the process of finalizing a communication strategy that will include an element of regular communication with UN staff members. The country team also envisages making use of change management workshops to address concerns and ensure all staff are fully aware of initiatives around UN reform.

One Leader

The role and leadership of the UN RC has always been a strong one in Tanzania, with UN and DPG⁷-wide recognition of the same. For key overall development policy dialogue processes, the general principle that the UN RC speaks on behalf of all UN Agencies is consistently applied - Heads of Agencies are consulted prior to meetings with Government and/or development partners. Through the UNCMT, Heads of Agencies hold the UN system to account on progress made, and results delivered. Both the UN Inter-Agency Programming Committee and the UN Operations Management Team⁸ report to the UNCMT, as do specific Task Forces, such as the one on avian flu preparedness and response. An agreed division of labour among UN agencies has evolved progressively: for sector dialogue processes the willingness to delegate agency representation to an

⁶ FAO, UNICEF, UNDP, UNIDO, WFP and UNHCR.

⁷ Development Partners Group. The RC's role moving nationally driven initiatives forward as co-chair of the DPG is well-respected.

⁸ The IAPC and OMT comprise senior level colleagues, while technical experts join for specific discussions.

agreed 'lead', who then reflects the UN consensus is increasingly evident. The UN speaking with one voice has been positively acknowledged in some Development Partners and Government quarters, although there is recognition that a lot more work needs to be done on this front. Raising the confidence levels of UN delegating partners in UN lead representatives will be a high priority moving forward. The development of 'ground rules' to guide representation and feedback to country team colleagues is considered an important element of increasingly speaking with 'one voice'.

A major issue regarding the One Leader that requires greater reflection is the accountability structure. While the new 180 degree assessment tool for the Resident Coordinator and the UNCMT members will strengthen internal accountability within the team, clarifying issues around accountability structures (i.e. accountability lines towards HQs vs the RC System and the Regional Director Teams) will be particularly important in order to make further progress on this front. Furthermore, as a strong and functioning Country Management Team is essential to make progress on the One UN pilot, and so a mechanism to allow the UN RC to participate in the selection of new members of the UNCMT should be considered. During 2007, teambuilding activities will be important as new Heads of Agencies join the country team, so as to build on achievements made by the outgoing team. Furthermore, clarifying the issue of accreditation as well as the UN RC role as Humanitarian Coordinator is needed to further define the concept of the One Leader

There is also now UN-wide recognition for the coordinating function of the Resident Coordinator's Office (RCO), and its added value during a time of fast-paced transition. Capacity is not yet optimal however, in terms of being able to manage internal UN country team processes; being the learning/advisory inter-face between the UN system and the external environment; facilitating joint programming as the implementation phase of the UNDAF begins; and representing the UN in strategic policy discussions. The country team has worked out what an optimally resourced RCO would look like, and what skills profile the UN System as a whole would likely need to source over the immediate to short term. To this end, the country team agreed on minimum core 'central' competencies to support the resident coordinating function to include: a Senior Advisor, an Operations Advisor, and a Communications Advisor to be complemented by full time senior level advisory expertise for each of the three MKUKUTA/ MKUZA clusters. In addition to the RCO, a significant number of UN Agencies are taking on a 'lead' role in thematic areas, and also extending that leadership to the development of joint programmes, and/or a progressive shift towards SWAs and the use of the basket funding modality. To this end, resources are needed to strengthen the RCO and augment the capacity of lead agencies to fulfill their responsibilities. Donors have expressed an interest to support the UN strengthen its internal capacity, and this is being pursued by the RC on behalf of the country team.

HQs SUPPORT TO REFORM AT THE COUNTRY LEVEL

While strong ownership and commitment to the One UN pilot is demonstrated at country level, the support of HQs is essential, if the initiative is to succeed. The team identified the following issues as key constraints/ challenges that speak directly to UN HQs offices:

- Currently, through different agencies, the UN delivers modest financial and considerable technical support to sectors according to specific mandates. Each agency is an entity with established rules and procedures, regional and HQ offices, and Executive or Governing Bodies representative of member states. Sustaining the momentum on UN reform at the country level requires critical support from executive level decision-makers at regional and HQ bases for more flexible operational procedures and a pool of funds that can be drawn upon to support the piloting of new approaches and ways of working. For example, aligning the UN's programming cycle with the national cycle will need to be more fully explored, in addition to ways to increase the predictability of UN support over the medium-term (to empower the national planning process). Taking on more flexible operational procedures will enable the UN to rely on national systems in place and reduce transaction costs on partners, but the latter could also be achieved by working increasingly through leads, in support of leads or as a lead agency in a sector.
- While the country team continues to explore pooled funding mechanisms and to align UN processes with those of Government, substantial bottlenecks lie on the operational side, such as harmonizing cost recovery percentages applied by UN Agencies, and the use of different audit frameworks. Standardizing the latter two elements will be a critical step in moving forward on the concept of a One Budgetary Framework, but additionally HQs through UNDG could set out through an audit process what is possible to adjust and what cannot be adjusted for legal or political considerations. In addition,

UNDG could assist the country team on the option of establishing a multi-donor trust fund based on experience elsewhere.

- The above could be complemented by a common audit framework at HQ level, covering all (or a significant number of UN agencies) prior to a revision of the rules and regulations of various UN agencies.
- Clarifying issues around structures and reporting lines will need to involve HQ offices, particularly with respect to moving forward on the One Leader concept.
- A network of 8 pilot countries will facilitate lessons learned and the application of good practice in implementing the One UN pilot. Additionally, it will also facilitate an exchange of emerging issues and constraints, in addition to joint communication to HQs on the same. In this context, specific mechanisms to support pilot countries (e.g. a Global Help Desk) should be established at the highest level at HQs.

IMMEDIATE NEXT STEPS:

- Share the revised Concept Note with the wider UNCMT
- Share the revised Concept Note with UNDGO
- Initiate consultations with Government
- More fully develop the One Programme document with Government input
- Expand on the provisional Roadmap (attached as an Annex) with Government input

23 February 2007

ANNEX: The Roadmap for One UN (a provisional outline)

ACTIONS	WHEN
1. Develop the One Programme	
1 a) Establishment of Steering Committee	Until the end of March
1 b) A briefing session of Task Force with selected UNCMT members	22 January
1 c) Packaging of One Programme	Outline by first week of Feb. Draft by 15 Feb.
<u>Building Blocks:</u>	
-CPAPs	
-Joint Programmes	
-Specialized Agency Strategic Priorities (UNDAF and JPD as a point of reference)	
1c) Validation of One Programme	20 Feb
1d) RC to brief policy focal point (MoF) on outcomes of Retreat and Process	22 January
1e) Validation meeting with GoT	
2. Develop a Concept Paper on One UN in Tanzania	Draft 26 January
3. Develop a Communication Strategy	End of Feb
4. Mapping of profiles <input type="checkbox"/> Skills Profile <input type="checkbox"/>	End of April
4 a) Preparation of ToRs for a mapping exercise of Profiles	
4 b) undertaking mapping exercise	
5. Team Building Exercise	June/July (with major changes in composition)
5 a) Develop ground rules for the UNCT, building on building blocks (UNCMT retreat discussions on internal UN DoL, defining further how this works – delegating function, etc.)	
5 b) Change management workshops carried out for UN staff	Starting April 2007
6. Negotiate One SBA	June 2007
7. One UN House	
8. One UN House in Zanzibar	Finalize proposal by March 2007 Finalization of Move by July 07
9. Familiarization of IT systems (i.e. EPR System) to feed into HQ/Global discussions	March 07
10. Agreeing on a standard trust fund proposed for pilot	June 07
11. Finalization of Strategic Partnership with Strategic Partners	March 07
12. Mapping out a common audit framework and risk assessment	