



FORMULAONE

Working Together As One



UNITED NATIONS DEVELOPMENT GROUP • VOLUME 01, ISSUE 05 • AUTUMN 2007

Issue In the Spotlight

Dear UN Friends and Colleagues,

We are now in the 3rd quarter of the year and as the implementation of the "Delivering as One" is moving forward some interesting innovations are being achieved in each of the four "Ones".

One Programme

Most pilots have tried to improve UN country programming in the One Programme according to the HLP criteria. The drive to improve the quality of the programme has been successful in particular in terms of enhanced alignment/national ownership. All pilots have reviewed their UNDAF in close cooperation with government and decided on a slightly altered/additional set of priorities (with the exception of Rwanda, which was in the final stages of the regular UNDAF process). Governments have become much more involved and are strengthening their leadership thanks to the pilots, perhaps also thanks to their more formal role (steering committees for the One UN pilots).

While there are clear efforts to increase strategic focus of the One Programme, it will be difficult to assess yet.

The "Delivering as One" documents so far reflect mostly the existing CPAP format, though some interesting innovations are included (UNCT codes of conduct, joint communication strategies, joint resource mobilization strategies, knowledge management systems, M&E task force). Also it needs to be recognized that the inclusion in the common operational documents of the non-ExCom agencies is a major example for further simplification and harmonization.

In addition, the participation of the NRAs has increased, with stronger sensitivity for this in UNCTs and within NRAs themselves. Some NRAs have increased their presence on the ground, while others have started to develop strategies for non-resident input into country-level programming, among other things by searching for cooperation with resident agencies. This will perhaps be one of the most positive opportunities offered by the pilots.

One Fund

Since the establishment of the "One Fund" is only possible once the One UN Programme is in place, none of the "One Funds" are fully operational yet. Most advanced is Viet Nam, where the One Plan Fund is already established and first contribution from a donor (Norway) is received. Donor contributions thus far provided, pledged or informally confirmed to the "One Funds" in the pilot countries are broadly unearmarked, which is expected to speed up programme delivery and facilitate allocations and reporting. In all pilots, "One Fund" is seen as a tool for a coherent resource mobilization of donor resources to fund the "unfunded" results of the One UN Programme. It is expected to streamline and simplify the mobilization as well as allocation and disbursement of funding, thus accelerating delivery and improving effectiveness of the UN Programme.

In some pilots, e.g. in Mozambique, "One Fund" is also used to provide support to the Delivering as One Change Management initiatives necessary to operationalize the "Delivering as One" approach. Pakistan has taken a slightly different approach, having set up a separate Transformation Fund managed by UNDP to support the change process and the development of solutions for integration. All the pilots are still considering and experimenting with arrangements regarding the Administration, governance and the allocation of funds for the "One Funds".

One Office

While almost all pilots are establishing One UN houses by 2010 Viet Name intends to become the first carbon-neutral One UN house and Pakistan construction will use "green" design and considerations.

Many will use Common Service Accounts to join agency activities, connect LANs integrating ICT support as well using as functional clustering of staff where best suited.

In this issue...

IN THE SPOTLIGHT – Welcome to the fifth issue of "Formula One". Our cover story this month takes a quick glance at overall some of the innovations that are being implemented in the "One UN" pilots. **Pages 1 and 4**

"ONE UN" PORTRAIT– Patricia DeMowbray, Resident Coordinator sits down with Formula One. **Page 2**

WHAT'S NEW – Read the latest news from the eight pilot countries.

• *Launching the One Programme with style ...*

• *Strong commitment from UNCT ...*

• *Engaging stakeholders ...*

Page 3

"ONE UN" RESOURCE CENTRE –

Browse the latest resources on UN reform and the pilot countries and stay informed about upcoming events in the world of reform. **Page 4**

Subscribe to "Formula One"

Click here, subscribe_formula1@undp.org, to subscribe to this newsletter. If you wish to discontinue receiving this newsletter please click here, unsubscribe_formula1@undp.org

Send your feedback and suggestions to:
formula1@undp.org

Continued on page 4

One UN Portrait

Patricia DeMowbray, Resident Coordinator in Cape Verde, had the experience of Cape Verde being the first Joint Office and a "Delivering as One" pilot. Formula One has asked her to sit down and share her views.

1 Q. January of 2006, the United Nations in Cape Verde is the first country to have successfully initiated the Joint Office and at present is one of the pilot countries for "Delivering as One UN" showing us that Cape Verde is already well on its way to implementing the United Nations Reform. What were some of the necessary conditions for these events to have been successful?

A. First the full commitment and the competency of the Cape Verdean staff members. Second, the leadership and ownership of the National Authorities. Third, there was already a significant amount of harmonization between the 4 ExCom Agencies who were already located in the same premises and had many opportunities for strategic collaboration as well as common services. The UNDAF had already been co-signed, which gave a strong substantive foundation for working together and the four Joint Office Agencies had harmonized their programming cycles which allowed them to come together naturally as one team.

2 Q. How far along do you think the process of UN Reform in Cape Verde is? At this stage what are some of the remaining challenges?

A. In the case of the Joint Office the 4 (four) "One's" have already been implemented successfully. One Programme, One Leader, One Budget, One Office. In the spirit of the "High Level Panel and Delivering as One UN", this reform is being expanded to the other two resident Agencies as well as to

all the non-resident Agencies, focusing primarily on the "One Programme" as the first step.

3 Q. What are some of the tangible results that the United Nations in Cape Verde has been able to achieve up to this point?

Results from the Joint Office experience include a delivery rate over 90% in 2006, which was higher than most of the individual agencies before. The cost of running Joint Office operations was in 2006 only 3/4 of what it was in 2005 when the Agencies were separate. The donors have shown their confidence and have already contributed USD 3.5 million dollars, the highest amount mobilized up to this point.

This creates high expectations for the "Delivering as One UN" initiative from



Patricia de Mowbray, Planting of endemic species during the commemoration of the World Environment Day - Cape Verde Palace of the National Assembly

the donors and the government, and the resident and non-resident Agencies are making a concerted effort to work together in Cape Verde

4 Q. Looking back at the whole process of UN Reform at the country level, what are some things that you remember most?

A. Some of the most memorable experiences have come from statements from the government showing their commitment and motivation as well as acknowledgements of success and simplification of working with the UN through this reform. Equally memorable was the statement of a new representative from the donor group who commented: "I do not know what the UN structure was before I came here but now I cannot imagine a UN presence in Cape Verde where there would be individual ExCom Agencies".

5 Q. How has the graduation affected UN reform at the country level?

A. The Graduation of Cape Verde from the LDCs is one of the first challenges that is being dealt with as a combined effort. One of the issues is that, with the graduation, the country no longer will meet the criteria for receiving aid from certain agencies. However, because of the reform, such agencies are, and will still be, able to maintain their presence and provide their valued support, specialized expertise and policy advice due to the increased efficiency of the UN System.



Signing of the Protocol for the Protection of Children between ICCA (Cape Verde Institute for Children and Adolescents) and the Commission of the City of Cidade Velha

6 Q. Do you have any success stories or anecdotes during this process in Cape Verde?

A. From the field: There was a project that initially focused on School Feeding. On top of the success of this original initiative another agency was able to provide educational material. Yet another agency used this opportunity to incorporate school gardens. Still another agency was able to support the renovation of some kitchens and provided micro-vitamins (iron) to the children. In this manner the project became a multi-agency effort where each agency was able to leverage its area of expertise and bring a multiplier effect while maintaining its identity.

7 Q. What kind of message would you like to say/relay to the new incoming Resident Coordinator and Joint Office Representative?

A. A very warm welcome to Cape Verde, this is a most rewarding place to work given the commitment of the national partners and the competence and enthusiasm of the staff and the openness and partnership of the international community and most importantly, the commitment, leadership and vision of the Cape Verdeans for their development and transformation.

8 Q. And the staff who have been the pillar of this initiative?

A. To the colleagues, "Keep up the excellent work and continue to be outstanding ambassadors of UN Reform in all you do. Thank you for all your partnership and support: it has been a great honour and pleasure to work in Cape Verde. All the very best of luck to each and everyone!"

What's New?

Uruguay

The Regional Directors of the Latin America and Caribbean meet to review pilot implementation.

(July/August)

The Regional Directors of the United Nations System for Latin America and the Caribbean gathered in Montevideo and held meetings with the UNCT, Government authorities and agencies of cooperation in order to analyze progress, challenges and further steps to take during the pilot process "Delivering as One" in Uruguay. [click here for full article.](#)



Rwanda

UN Country Team commits to strong team work

(October)

A Code of Conduct was signed in September. The Code of Conduct sets out some of the functions of different members of the UNCT; the RC, Heads of Agency acting on behalf of the UNCT (e.g. UNDAF Theme Group or in sector discussions), and an Agency representative acting on behalf of their agency.

[Read more by clicking here](#)

Cape Verde

UNESCO's inputs to Delivering as One

(October)

In the country teams first newsletter the country team describes how UNESCO participates in the Delivering as One spirit. UNESCO has proposed activities for integration under various outcomes of the One Programme, including contributing in the areas of higher education, early childhood education, communication for development (cross-cutting activity for all participating agencies), environment, management for social change and culture.

[Read more by clicking here.](#)

Mozambique

The October Milestone - Finalizing Delivering as One

(October)

It is in October that the Draft of Delivering as One is being finalized. This is done through the leadership of the Government in a participatory manner, involving the line ministries, the development partners, the civil society and the UN agencies themselves with inputs from HQ. Most conditions for the effective implementation of the programmatic development work of the last few months are being put into place.

[Read more by clicking here](#)



Pakistan

Engaging Stakeholders in Pakistan

The process of preparing the One Programme document was an opportunity for the widest engagement of all stakeholders in the UN reform process and covering each of the five themes in the UN Program -- agriculture/rural development and poverty; health and population; education; environment; and disaster risk management.

[Learn more by clicking here.](#)

Albania

Moving forward in Delivering as One - a brief update.

The country team is moving forward with signing the One Programme, conducting studies on implementing a UN house and including participatory consultations with civil society. Read their brief update.

[Read more by clicking here](#)

Viet Nam

UN reform in Viet Nam at a glance - a brief update

Viet Nam gives an overview of all aspects of Delivering as One – One Plan/One Budget, One Fund, One UN House, Monitoring & Evaluation, Joint programmes, support facility and the management plan.

[Read more by clicking here.](#)

Tanzania

One UN Programme launched with style

The launch of the One UN Programme in Tanzania on 10 October was a colourful event. The draping of the Conference room at the Ministry of Finance bore the blue and white of the UN emblem together with the green, blue, black and yellow colours of the Tanzanian flag. Side by side at the high table, the Minister for Finance, Hon. Zakia Meghji, and the UN Resident Coordinator, Oscar Fernandez-Taranco, signed the One UN Programme Document. The journalists clicking away on their cameras were so many that the invited guest had to be lucky to catch a glimpse of the signing. Mr. Kemal Dervis, UNDG Chair and UNDP Administrator, who was witnessing the ceremony as part of his mission to the pilot countries in East and Southern Africa, had as Guest of Honour his own seat at the high table and a good view of the historic event.

[Read more by clicking here.](#)

IN THE SPOTLIGHT*Continued from page 1***Effective Teams/Leadership**

One Team/Leadership parameters are still under discussion however some agreements have been reached such as the Resident Coordinator will act as team leader and be the primary contact person for high-level discussions with the highest level of government while Agency Heads will still work with the sector ministries, but also part of relevant discussions with heads of state. Also, different UNCT members lead different parts of the One UN Programme creating "one voice", but "different speakers" depending on the issue.

In Viet Nam the team has developed a distinct leadership model whereby the RC will partially represent the Participating Agencies for the One Plan (ExCom Agencies that will field Country Directors, UNIFEM and UNAIDS).

Rwanda, Pakistan, and Mozambique are currently developing common Code of Conduct between the RC and UNCT members to lay out respective responsibilities.

As the implementation of the Delivering as One pilots become operationalized we can easily expect to see further innovations. In the 4th quarter of 2007 informal stocktaking will be conducted.

Resource Centre

Pilot Country Resources

NEW Viet Nam launches new website.

This website is a revised country team website which also focuses on Delivering As One. <http://www.un.org.vn/>

**NEW Cape Verde publishes the first edition of its newsletter, Morabeza.**

Excellent resource to stay informed about the "Delivering as One" pilot in Cape Verde. We liked, in particular, the piece on a non-resident agency inputs (also featured in What's New section) and the newsletter's focus on showcasing results.

[Read it by clicking here.](#)



Calendar

ALBANIA:

LATE OCTOBER: UN Programme to be signed between the UN and the Government

CAPE VERDE:

19 OCTOBER: First meeting of the Steering Committee on Delivering as One UN in Cape Verde co-chaired by the Minister of Foreign Affairs and the Resident Coordinator of the UN in Cape Verde

22-24 OCTOBER: UNCT meeting to review Joint Programming initiatives and agree on the "One Programme", including the endorsement by all UN Agencies of the code of conduct/guiding principles for the UNCT's work in Cape Verde.

22-25 OCTOBER: Short mission to develop SWOT analysis on internal and external communication with regard to "Delivering as One UN" and developing an appropriate UN Communications Strategy/Plan in Cape Verde

29-30 OCTOBER: Regional Directors' meeting in Praia to discuss the initiative "Delivering as One UN" in Cape Verde.

MOZAMBIQUE:

OCTOBER: Launch and first training on the first Joint Programmes.

OCTOBER: Operationlization of Juntos Fund.

OCTOBER: Signing of MOU by participating agencies and allocation of the first funds for the Joint Programmes.

OCTOBER: Finalize the Operational Plan of M&E Framework.

PAKISTAN:

5-6 NOVEMBER: UNCT retreat.

END NOVEMBER: One Programme to be finalized.

RWANDA:

11-13 OCTOBER: Visit by the UNDG Chair, Kemal Dervis.

29 OCTOBER: UNCT meeting to approve the ToR One Fund, the MoU, the LoA and the Code of Conduct.

9 NOVEMBER: One UN Steering Committee to endorse the ToR One Fund, the MoU, the LoA and the Code of Conduct.

26-27 NOVEMBER: Development Partners Meeting. for official signing of documents.

TANZANIA:

12-23 NOVEMBER: One Office workshop.

26 NOVEMBER-1 DECEMBER: Visit to Tanzania by UNFPA Executive Director.

URUGUAY:

NOVEMBER / DECEMBER: Proposal for a permanent funding mechanism for joint activities/projects

NOVEMBER / DECEMBER: International Seminar on "Middle Income Countries and the UN. Reflections based on Uruguay's pilot experience"

VIET NAM:

ONGOING: Environment audit of all UNCT premises in Hanoi, including CO2 emission inventory

29 OCTOBER - 2 NOVEMBER: Evaluability' mission by UNEG to review M&E Framework One Plan and the process benchmarks for One UN Initiative as a whole

2 NOVEMBER: Tripartite National Task Force meeting

ONGOING: Environment audit of all UNCT premises in Hanoi, including CO2 emission inventory

HQ:

12-16 NOVEMBER: Consultation with pilot RCs (Geneva/NewYork)

13-14 NOVEMBER: Eight pilot Coordination Officers meeting (New York)