

DELIVERING AS ONE

2007 STOCKTAKING EXERCISE

Key Points from the Delivering as One Pilot Initiative
Emerging from Reports by Governments, UN Country Teams and UN Agencies

Annex 1: Governments' Statements

I. WHAT HAS BEEN DONE DIFFERENTLY?

a. Government Leadership

Albania: To ensure an effective management and an increased leadership role of the Government in the implementation of "One UN" Programme there are already respective structures in place with defined roles such as the Government Modernization Committee (GMC), which ensures the strategic and political orientation of the One UN Programme. The Department of Strategy and Donor Coordination plays the active role of national coordinator for external assistance and also co-chairs the Joint Executive Committee (JEC) with the UN Resident Coordinator. The Inter-ministerial Working Group is set up to ensure technical support for this initiative and guarantees the complete involvement of sectorial priorities of line ministries on decisions taken by GMC.

Cape Verde: Furthermore, national sectors have been involved either in the formulation of annual work plans or in the implementation of activities, which in turn has greatly facilitated national ownership and leadership.

The institutionalization of the Steering Committee of the Delivering as One UN in October 2007, co-chaired by the Minister of Foreign Affairs and the Resident Coordinator of the UN has enabled the process of implementing "Delivering as One UN" in Cape Verde, ensuring continuous national ownership and leadership of the process with the view to formulating the "One Programme" in Cape Verde.

Mozambique: We are in a very advanced process of establishment of the Steering Committee, which will include the Government (Ministry of Foreign Affairs and Cooperation, Ministry of Planning and Development, Ministry of Finance), the UN and Development Partners.

Pakistan: As you know the pilot program has been initiated in Pakistan with strong ownership of the Government behind it. We therefore expect that UN system "Delivering as One" will provide us effective and efficient support for achieving the goals and objectives set out in the High Level Panel's report: an opinion that is also fully shared by our Provincial Governments. It is also expected that through UN reform the Government would be able to make better use of resources and an effective UN system will better leverage additional development funding from our development partners. To be able to achieve this, we have to take the development partners along and demonstrate a strong initiative on a meaningful process. All relevant Ministries, divisions and Offices of the Government and important donors have therefore been fully involved on the UN pilot access.

Tanzania: Right from the beginning of the process, the Government had demonstrated a strong leadership and commitment aimed at realizing change in UN operations in Tanzania, through a nationally owned pilot phase. To reflect national priorities, the programmatic focus is fully aligned with national properties outlined in the National Strategies for Growth and Poverty Reduction, MKUKUTA and MKUZA, on which the second generation Development Assistance Framework (UNDAF 2007-10) is also based. The government is leading this process but in order to promote partnership with the UN, a joint Government of Tanzania-United Nations Steering Committee was established, co-chaired by the Permanent Secretary – Treasury and the UN Resident Coordinator. The Steering Committee is supported by GoT-UN Joint Taskforce, linking the One UN process in support of MKUKUTA and MKUZA. The Taskforce is Co-chaired by the UN RC Adviser and the Deputy Permanent Secretaries of the Ministries of Finance and Planning, Economy and Empowerment as alternate. Serving these two bodies is a joint Secretariat.

These bodies have drawn members from both Tanzania Mainland and Zanzibar; and the UN Family. Members from the government side come from Prime Minister's Office-Regional Administration and Local Governments, Ministry of Planning, Economy and Empowerment, Ministry of Foreign Affairs and International Co-operation, Ministry of Infrastructure Development, Ministry of Agriculture, Food Security and Cooperatives/ Ministry of Community Development, Gender and Children, Ministry of Labour, Employment and Youth Development, Ministry of Industries, Trade and Marketing, Ministry of Lands and Human Settlement Development, Ministry of Health and Social Welfare, Ministry of Finance and Economic Affairs- ZANZIBAR, Ministry of Health and Social Welfare-ZANZIBAR and Ministry of Labour, Youth, Women & Children Development-Zanzibar

Uruguay: The Government is currently engaged in a reformulation of the institutional standing and orientation of the international cooperation policy through the forthcoming creation of the International Cooperation Institute. From the outset of the Joint Programme elaboration process, the Ministry of Foreign Affairs and the Planning and Budget Office of the Presidency of the Republic played a leading role and revealed a true sense of ownership that became stronger as work progressed. This has contributed to strengthening the role of the State, both in the definition of strategic and priority areas providing the basis for the Joint Programme, as well as in budgetary aspects, a characteristic that makes this process stand out from previous ones, namely, the creation of the UNDAF. The joint action of Government agencies to elaborate projects which are inter-institutional projects in the case of the State, and inter-agency projects in the case of the UN System, strengthened the cross-cutting methodology providing a strategic vision to the process.

Viet Nam: Expectations are high for the UN reform process in Viet Nam, as in other pilot countries. Viet Nam, however, is unique in that its UN reform process was initiated by the Government and Vietnam UN Country Team well before the recommendations of the High-Level Panel were published in November 2006. Since then, the Government has led the reform process in tandem with the UN. The UN reform process in Viet Nam is first and foremost a response to national priorities and requirements.

The Government of Viet Nam is very committed to and engaged not only in UN reform but also in terms of development effectiveness where Viet Nam has been taking concrete actions in harmonisation and simplification of aid (ODA) through its Ha Noi Core Statement on Aid Effectiveness. Hence it is no coincidence then that the goal of "One UN" has progressed very well in Viet Nam as it has taken lead in proposing initiatives to promote the aid effectiveness agenda and implement the provisions of the Paris Declaration.

As further evidence of our national commitment to and engagement in One UN Initiative in Vietnam, a Government-led taskforce on UN reform was set up, bringing together representatives of the Ministry of Planning and Investment, Ministry of Foreign Affairs, Ministry of Finance, Office of the Government, the participating UN Agencies, Funds and Programmes and bilateral donors. Known as the Tripartite National Task Force (TNTF), it aims to guide the implementation of the One UN Initiative in Viet Nam.

b. Agencies Involvement/Teamwork and Leadership

Albania: We do also consider that the enhanced role of the UN Resident Coordinator is an important aspect for the successful implementation of this initiative, in particular with regard to negotiations with Albanian Government for the "One UN" Programme, respecting at the same time the particular role and contribution of each participating UN Agency.

Cape Verde: Since January 2007, resident Agencies as well as non-resident Agencies (NRAs) have been participating in the process of implementing "Delivering as One UN" in Cape Verde.

Despite some constraints encountered during the process, the Government's appreciation to date is positive and can count certain advantages, namely, the inter-activity between national partners which has become easier and more coherent due to the fact there is only One Representative for the four Agencies, the procedures have become more flexible, with significant impact on disbursement rates which average around 90%.

Mozambique: At the end of this first year of the "Delivering as One" initiative in Mozambique, we noticed more and more harmonized assistance programmes, not only of the resident UN agencies in Mozambique but also of whole UN agencies; the United Nations are more and more taking into consideration the priorities of the country; all United Nations Team is being able to mobilize Development Partners to the Joint Programme. The example of this leadership role of the UN Team was demonstrated during the February 2007 floods in Mozambique.

Tanzania: One Leadership has been strengthened with the establishment of a 'firewall' between UN Resident Coordinator and UNDP country representative through the appointment of UNDP Country Director, and Delegation of Authority has been signed. This has simplified communication within the UN as the RCO's Office has enough time to play a role of coordination. Also there has been clear division of labour within the One Programme that has created a clear line of responsibility among the participating UN Agencies. We think that these are important mile stones that reflect the success of the pilot process in Tanzania.

Uruguay: This Programme established a Steering Committee integrated by the national Government (through the OPP), the United Nations Resident Coordinator in Uruguay and the participating Agencies. The Steering Committee will become operative next December 5.

Viet Nam: The absence of an empowered UN RC note complicates efforts to harmonize the work of UN Agencies. The quick ratification of the UNRC note or One Leader Memorandum of Understanding is therefore considered important for the successful implementation of the One UN Initiative. A Management Plan, an internal UN management tool, is being prepared to guide implementation of the

One Plan, focusing on concrete measures towards more coherence, efficiency and effectiveness of the UN's contribution to development in Viet Nam. The Management Plan ensures that the appropriate management structure, human resources, and improved business practices and common services match the One Plan. It provides the basic information needed, including the performance benchmarks, which enables the UN Resident Coordinator and leaders of participating UN Agencies at the country level to take management and budget-related decisions.

c. Programme

Albania: The Government of Albania appreciates the new vision brought on by the “One UN” Programme for future cooperation including other new and important domains such as support to the national priorities of the European Integration, gender equality, economic and regional development.

The priorities included the “One UN” Programme, we aim to further strengthen the role of UN agencies, together with increased financial contributions. The focus on priority areas in line with national priorities will contribute towards the achievement of concrete results set in the objectives of sectorial and cross cutting strategies as well as those included in the National Strategy for Development and Integration.

The process for selection of priority projects to be financially supported under the “One UN” Coherence Fund is another important aspect that will be further improved, ensuring at the same time transparency of decisions. This will be achieved through close consultations with the UN Resident Coordinator and the Joint Executive Committee based on the already agreed fund allocation criteria for the distribution of available resources.

A special attention will be paid to the quality of the “One UN” Programme implementation. An important role in this aspect is the indicators for measuring and monitoring the quality of programme implementation which are part of the results framework in the One UN Programme document. The Government will ensure that line ministries and other government institutions have these projects/programmes included in their work plans and take responsibility for successful implementation.

Mozambique: In 2007, the first year of the initiative, the master document for the ONE UN process "Delivering as One - Operational Plan of the UN System in Mozambique 2007-2009" was finalized. As result of an extensive internal consultation and discussions, as well as frequent external interaction between the Government of Mozambique, the UN and Development Partners, following key deliverables, among others, were achieved:

11 Joint Programmes were developed in order to ensure more coherent, effective and efficient support for the attainment of national and international goals. In this context, we signed already the Joint Programme on Women's Empowerment and Gender Equality and it is implementing. Others programmes such as (i) the Joint Programmes, (ii) Strengthening the HIV and AIDS response in Mozambique, (iii) the Social Protection and the Strengthening of Civil Society are in the finalization process; The feasibility of common premises was assessed; The joint communication strategy and a joint resource mobilization strategy were defined.

The design of these programmes is in line with the priorities defined by the Government of Mozambique and is based in three pillars: Governance, Human Capital and HIV/AIDS. The Economic Development pillar was prepared in order to be more aligned with the PRSP II development pillars and to capture the normative and technical expertise of all specialized and non-resident agencies.

The substantive outputs achieved for One UN Programme in 2007 include: The UNDAF (2007-2009) was developed including the finalization of the 4th UNDAF pillar focusing on Economic Development; The One Programme was developed in realistic, practical and strategic approach that was based on the revised UNDAF: The harmonization and alignment strengthened, through common/harmonized tools ego Annual Work Plan, Joint Programme document format and implementation of UN Harmonized Approach to Cash Transfer (HACT), The implementation of the One UN in Mozambique comes as a complement and to consolidate the harmonization process, which was underway in the country.

Pakistan have been able to achieve reasonable progress towards achieving the establishment of joint programmes, establishing the principles for the one fund, development of a system of governance for UN Reform at the country level and the issue of the crosscutting themes and synchronizing them with our national priorities.

Rwanda: Since the launch of the pilot, the Government of Rwanda has seen strong progress. Firstly the UNDAF was prepared over the course of 2007 considering the priorities set out in the EDPRS. This will help to align UN activities with national priorities over the next five years. With each UN agency having identified priority activities through UNDAF over period 2008-2012, government institutions will effectively work hand in hand with them to align the activities with EDPRS.

Secondly, UN agencies have agreed on a number of issues that will facilitate effective budgetary framework, and one office, a communication strategy was also developed. This will promote awareness of the reform both internally and externally. The end result will be the UN speaking with "one voice".

Uruguay: The Joint Programme for 2007-2010, "Capacity Building for Development", was signed by the Government of Uruguay and the United Nations System in the country, on October 19, 2007.

One of the most visible changes generated by the pilot is the enhancement, in terms of quality and quantity, of the joint programming across Agencies and between the UN System and the Government, not only as part of the Joint Programme but in four joint projects presented to the "Spain MDG Fund", as well as in other actions. Another result to be highlighted is the alignment of Agency cooperation programmes and the CCA/UNDAF, and the alignment between national priorities and the strategic objectives of the national Government, set forth in the 2006-2010 Budget, and the "One UN" programme objectives that seek complementarity and coherence of the different fund sources received by the country.

Viet Nam: We are very pleased to see considerable progress being made with the five pillars of the One UN Initiative including the One Plan, One Budget, One Set of Management Practices, One Leader and One House.

The "One Plan I" brings together in one coherent programming framework the programmes of six UN Agencies, Funds and Programmes (UNICEF; UNDP; UNFPA; UNAIDS; UNIFEM and UNV) in keeping with the 3 pillars of the Viet Nam SocioEconomic Development Plan (SEDP), namely economic growth, social development and environmental protection. After several months of intensive work and inputs from key line ministries, UN agencies, implementing partners and other stakeholders including donor community, the One Plan has been approved by the Prime Minister and officially signed on 23 August 2007. It is expected that by end 2007/early 2008 a revised One Plan (One Plan II) will be finalised which will incorporate the development contributions of the entire UN Country Team, 14 Agencies resident in Viet Nam.

While the finalization of the first version of the "One Plan" is a major milestone, further harmonisation of planning processes will depend in part on the capacity of the UN to realise the other targets. Greater harmonisation of management and financial structures is necessary to realign the incentive structures facing UN Agencies. The UN needs to better deliver as one coherent entity rather than many smaller entities that compete with each other for resources and policy influence. One set of management practices will further help reduce transaction costs. One UN House will reduce the barriers between Agencies that naturally result from working from separate locations.

d. Funding

Tanzania: The pilot process has been going so well up to now. One Fund has been operationalized and Donors have started to contribute into it. Criteria for allocating funds have been developed and adopted. This is one step towards addressing the challenge of mobilizing resources for funding the one programme.

Viet Nam: 'Delivering as One' through greater harmonisation, more effective coordination and enhanced development impact of UN assistance is a central theme of the "One UN Initiative" in Viet Nam.

All of the "Five Ones" are mutually re-enforcing and implemented together they should definitely enhance the UN's capacity to make strategic decisions. In terms of funding, competition among UN Agencies for scarce donor resources results in transaction costs for all parties. Furthermore, non-core resources are often earmarked at UN Agency-level to implement specific programmes that usually reflect the priorities of the donors concerned thereby reducing the flexibility of the UN to respond to the key development challenges of Viet Nam within its mandate and in line with its comparative advantages. The establishment of a new financing mechanism with multi-year, unearmarked contributions - the One Plan Fund - should help enable the UN to respond more strategically to the priority needs of the people of Viet Nam.

e. Common Premises and Shared Services

Albania: To facilitate the implementation of the "One UN" initiative, the Albanian Government has offered to the UN system the opportunity for a UN House and negotiations are ongoing.

Viet Nam:

- Sets of common services and common cost norms have been developed for the whole UN Country Team in Vietnam.
- Significant progress has been made in the development of a set of harmonized programme and project management guidelines (HPPMG) that will help harmonize the work of UNICEF, UNFPA and UNDP for better alignment with Government systems reducing transaction costs for national counterparts and key partners (is this Vietnam? Can't be assumed to be relevant to all agencies)
- Considerable progress has been made towards establishing a "One UN House" that will hopefully bring all UN entities working in Viet Nam under one "green roof" that would help the Government and the UN maximize their power as advocates for environmental awareness and climate change.

- Even though all UN Agencies have confirmed their wish to join the One UN House, with the limited budget for construction purposes, financial feasibility remains a big challenge. While external support from the Government will be essential, UN Agencies need to show their strong commitment in financial terms to ensure the successful completion of the project.

II. WHAT ARE THE KEY OBSTACLES/CHALLENGES?

Albania:

- Harmonization of donor assistance with the Government's Mid-Term Programme Budget, approved annually, and the assurance of complete coherence of priority projects financed by different donors is main challenge in the implementation of Paris Declaration.

Cape Verde:

- The Government of Cape Verde believe that the process of implementing the Delivering as One UN should be well managed and asks that any changes should be effective and at all levels, whether at the country-level or in Headquarters in New York.
- Considering that this reform is complex, requiring changes in terms of organisations, financing mechanisms, coordination, evaluation and monitoring funding, a greater operational-ability of the UN System is needed, so that efforts of different partners can be coordinated and more resources for the development of the country can be mobilized.

Mozambique:

- Need for the United Nations to work in support to the capacity building;
- More systematic sharing of good practices in different institutions of the country;
- Need to continue with result-oriented activities; and
- Continue focusing on the fields of HIV/AIDS, which is big challenge for the economic and social development of the country.

Rwanda:

- Ensuring full resource mobilization in a timely manner;
- Management of the One Fund will be complex – An analysis of the requirements for the effective management of the One Fund needs to be done;
- Risk that continued resource mobilisation by each agency (through “vertical” funds) will undermine Government's aspiration for pooling of resources into One Fund; and
- UNDG has introduced the Harmonised Approach to Cash Transfers (HACT) as a new transfer modality. There is a need to reflect on how HACT will be rolled out in the context of pilot, thinking ahead to the expansion of this modality beyond the four agencies to increase coherence within the UN Country Team.

Tanzania:

- Individual UN Agencies are still operating under strict regulations, directives and guidance from their respective Headquarters;
- Challenge for mapping skills profile of the UN to ensure appropriate capacity for operating under new environment; and Challenge to work out a post-pilot strategy and a transitional framework from a pilot to as one UN.

Uruguay:

- One of the greatest challenges facing the Joint Programme in an economic transition country stems from characteristics that turn the country into a non-privileged recipient of financial resources.

Viet Nam:

- As each UN Agency has very different approaches to how they do things, this hampers UN efforts to deliver and report as 'one'
- Ensure that the "One UN Initiative" leads to maximizing the policy, advocacy and normative impact the United Nations can have on some of the most critical challenges;
- The absence of an empowered UN Resident Coordinator complicates efforts to harmonize the work of UN agencies;
- A UN HQs commitment for changes needs to be translated into concrete terms. UN HQs need to help the Government and the UNCT finalise a high quality One Plan II taking into account the ongoing debate of being inclusive vs. strategic focus;
- A certain degree of flexibility and special exception on rules/regulations/procedures needs to be granted for the pilot country; and
- Even though all UN Agencies have confirmed their wish to join the One UN House, with the limited budget for construction purposes, financial feasibility remains a big challenge. While external support from donors and the Government will be essential, UN Agencies need to show their strong commitment in financial term to ensure the successful completion of the project.

III. WHAT ARE THE KEY LESSONS LEARNT AND RECOMMENDATIONS?

Cape Verde:

- The involvement, throughout all phases, of national partners, especially in the discussion and validation of the One Programme 2008-2010.
- The presentation of a forecast of the financial envelope which will be allocated to Cape Verde in the context of the One Programme (at this time the amount of the contributions of all Agencies is unknown).
- The financial gains arising from the process of implementing the Delivering as One UN in Cape Verde should revert back to the structural programmes and projects for the country.

Mozambique:

- It is crucial to share experiences among the eight pilot countries. It could be through a joint meeting in which each pilot country would come with its experiences and challenges.

Pakistan:

- Implementing the One UN Initiative will demand not only the strong leadership and ownership by the Government, supportive donor community but also a strong and sustained support from the UN Agencies Headquarters that will create a coherent and effective One UN;
- The concept of One Leader needs to be strengthened. There is a need to be a One Leader with actual authority and the influence over the entire UN system at the country level. The term "Coordinator" and his position as a "first among equals" is not a very effective arrangement in our opinion. The RC needs to have a decision making authority, over and above the UNCT if our

expectation of “One UN” and ‘One Leader’ is to be fully realized and the reform agenda is to be delivered; [in letter and spirit....this one not clear]; and

- A more proactive engagement and support from the Headquarters of UN Agencies is ensured. The Government needs to prioritize and focus on sectoral programmes so that the UN, Government, Partners and Donors can develop strategies in a unified manner.

Rwanda:

- In the interests of ensuring the timely and predictable implementation of the UNDAF (and EDPRS), there is a need to strengthen efforts at both the national and international level to mobilise resources through the One Fund. This may require greater engagement with donor and headquarters through their representation both in Rwanda and at the UN Headquarters level. Whilst the UNDAF and COD provide a framework for monitoring implementation, further work needs to be done to refine monitoring and evaluation tools, and ensure that results-oriented feedback loops are in place;
- Further efforts need to be made at the UNCT level to ensure that the UN is able to report to the Government of Rwanda as One, with a view to further strengthening mutual accountability, consistent with the provisions of the Paris Declaration on Aid Effectiveness and Rwanda’s Aid Policy; and
- The country-level pilot is anticipated to bring about a number of improvements, we must not forget that without further reflection and reform at UN Headquarters level, the impact of country initiatives will always be limited. In particular, further consideration needs to be given to those areas of reform that will clarify accountability and decision-making channels between agency Headquarters and the Country Office

Viet Nam:

- It is very important that implementing the One UN Initiative in Viet Nam will demand not only the strong leadership and ownership by the Government, a supportive donor community but also a strong and sustained support from the UN Agencies Headquarters that will create a conducive environment for change at the country level.
- Concrete support from UN Agency HQ such as the mission from the three senior Resource Mobilization officials from the ExCom Agencies to help develop the One Plan Fund proved to be very successful. More missions of this kind are needed.
- An immediate need would be to provide Viet Nam with tools such as a self-assessment mechanism to track progress of the One UN implementation.
- A certain degree of flexibility and special exception on rules/regulations/procedures needs to be granted for the pilot countries. Without this, it is unlikely that the Harmonized Programme Project Management Guidelines can be finalized.

IV. WHAT ARE THE KEY EXPECTATIONS FROM PILOTS?

Albania:

- The launching of the One UN Pilot initiative by the United Nations is in line with the philosophy of the reform undertaken during the last two years by the Albanian Government, to enhance the process of strategic planning, external assistance coordination and in particular the harmonization of increased effectiveness in line with the principles of the Paris Declaration.

Pakistan:

- We expect that UN system “Delivering as One” will provide effective and efficient support for achieving the goals and objectives set out in the High Level Panel’s report: an opinion that is also fully shared by the Provincial Governments;
- It is also expected that through UN reform the Government would be able to make better use of resources and an effective UN system will better leverage additional development funding from our development partners. To be able to achieve this, we have to take the development partners along and demonstrate a strong initiative on a meaningful process. All relevant Ministries, divisions and Offices of the Government and important donors have therefore been fully involved on the UN pilot access; and
- For the GOP, the UN Reform is an important step in the context of Aid Effectiveness under the Paris Declaration. And, the key to the success of Aid Effectiveness would be a very high level of focus on coordination, alignment, and harmonisation of the UN agencies both intra and with the IFI’s.

Rwanda:

- The Government expects a number of outcomes from the One UN reform pilot at the country level. They include among others a reduction of transaction costs the delivery of development assistance to Rwanda, enhanced alignment of UN priorities with government priorities and a clearer focus on the use of comparative advantage within and beyond the UNCT.

Tanzania:

- Prior to the One UN Initiative, the Government had implemented fundamental reforms, which aimed at promoting national ownership and government leadership over the development process so as to improve development cooperation and subsequently ensure effectiveness in the use of development assistance; and
- The Government strongly believes that the pilot process has laid down the basic foundations to allow the UN to deliver as one in Tanzania, and to that end it has put a lot of expectations on the achievement of the process. It considers the pilot process to have provided an opportunity for integrating the UN reforms into national reforms through: (i) a streamlined coordination to facilitate more focus on UN activities in Tanzania, thus reducing transaction costs; (ii) clearer focus on comparative advantage and UN specific roles based on its mandate, in support of national priorities; (iii) scaled up resource inflows for Tanzania through a coordinated, focused, efficient, and result - oriented partnership; (iv) promotion of national ownership and leadership of the development process; (v) use of the government structures and systems; and (vi) having more coherent and more effective ways to measure real impact of UN support.

Uruguay:

- The Government perceives the Pilot Programme in a two-fold dimension: (i) an instrument to carry out the reform of UN System operational activities; and (ii) a cooperation exercise in priority areas identified by the Government, in the context of a national development strategy, on the basis of a sustained and sustainable growth that includes social justice.
- It hopes that the “One UN” Pilot Programme will provide an opportunity to build on the Government strategies to consolidate a long-term capacity building process both at the level of the State and the society, with the participation of citizens in the debates on public policies, in the broader scope of the “State Reform” framework it is currently engaged in. And, this United Nations reform will be useful to the efforts of the Government to achieve sustained and sustainable economic growth with the incorporation of knowledge and innovation into productive processes, in the quest for a greater and better international economic participation and the strengthening of social integration, reversing the social exclusion and inequitable processes prevailing for many decades;
- It hopes the United Nations System (resident and non-resident Agencies) will contribute their experience and specific expertise to strengthen coherence, efficiency and impact in the field; and
- On the other hand, the UN System reform is expected to become an exercise that does not simply imply a mere reduction in budget costs, but rather a means to highlight a vision relative to integrated development in its global, national and local dimensions; an exercise that also helps improve the efficiency and effectiveness of the programmes, by streamlining resources allocated thereto.

Viet Nam:

- UN with unity of purpose, coherence in management and efficiency and effectiveness in operations to help Viet Nam address key development challenges, as it will soon become a middle-income country; and
- The Government of Viet Nam has been strongly supportive of the UN reform process with the Prime Minister's formal approval of the Agreed Principles, Objectives and Instruments to achieve the One United Nations in Viet Nam. It expects the One UN Initiative to move beyond coordination towards One UN and to strengthen the UN as a competent and effective partner of the Government in support of the national development for the benefit of the people of Viet Nam. We share the belief with the Country Team that the UN has a vital role to play in Viet Nam's development and that it can fulfill its mission more effectively by focusing the UN support on areas of direct relevance to the UN's mandate and comparative advantages.