

Economic and Social Council  
Operational Activities Segment  
Panel on “Strengthening United Nations development system’s  
responsiveness to the different needs of programme countries:  
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Statement by Mr. Henrique Banze  
Deputy Minister of Foreign Affairs and Cooperation, Mozambique

**Mr. Chairman,**

**Distinguished Co-panelists**

**Ladies and Gentlemen**

First of all I wish to thank you very much for the invitation extended to us to share with this Panel discussion the outcomes of the Maputo Seminar of the Programme Country Pilots on “Delivering as One”, organized by the Government of Mozambique from 21 to 23 May.

After almost a year and half of implementation of one of the most important recommendation of the High Level Panel on system wide coherence, representatives of the eight governments of the “Delivering as One” pilot countries, namely Albania, Cape Verde, Pakistan, Rwanda, Tanzania, Uruguay, Vietnam, and my own country Mozambique, together with the representatives of the government of Malawi, met in Maputo to learn from each other experiences on success, constrains and remaining challenges in implementing the “Delivering as One” Initiative, as well as on how to move the process forward.

The seminar was also an opportunity to assist theses countries to give further guidance to the UN system so that

lessons learned can be used to further the implementation of the 2007 General Assembly resolution on the Triennial Comprehensive Policy Review of the operational activities towards greater coherence, efficiency, and effectiveness of the UN system.

The Maputo Seminar was a dynamic process of interaction not only between the government representatives from the eight pilot countries, but also between other programme countries with similar process, as well as with the UN Country Teams.

We wish to thank UNDESA, UNDGO and UN Evaluation Group for the important contribution they have provided to the organization and facilitation of the seminar, in response to the GA resolution 62/208, which encouraged the Secretary General to support Programme Country Pilots to evaluate and exchange experiences and lessons learned.

We are equally grateful for the active participation and for the insights provided by the co-chairs of the GA informal consultations on system wide coherence, Ambassador Augustine Mahiga and Ambassador Paul Kavanagh, and wish to commend them for the transparent, inclusive and practical manner in which they have been conducting this complex consultation process.

**Mr. Chairman,**

During the three days meeting, we had a highly participatory interactive debate in three plenary sessions and working groups that provided an in-depth discussion on the following topics:

- One Programme;
- One Budget/ One Fund;
- One Leader
- One Office;
- Transaction Cost;
- Communicating as One.

In each Working Group the debate was based on the SWOT analysis in order to clearly identify the strengths, weaknesses, opportunities, risks and challenges on all components of the “Delivering as One” experience in our countries.

It is important to note that, the seminar findings contained in document A/63/85-E/2008/83 are preliminary in nature, taking into account that the General Assembly has already scheduled an independent evaluation for 2009-2010 to determine the value added of the One UN Programme.

However, the initial indication is that the pilot process is yielding positive results in ensuring that the UN development system is a more coherent and effective partner in responding to national development plans and priorities.

Allow me then, to highlight some of the main findings on progress so far achieved in various aspects of the “Delivering as One” process, as follows:

1. The national ownership of the partnership and the Government leadership of the UN system operational activities for development at country level have been enhanced as a result of the implementation of “Delivering as One” Initiative;

2. The seminar underscored that the increased alignment of the UN programme with national plans and strategies, as well as the engagement and direction by national governments shown over more than one year experience shown that the One UN programme is very much in the spirit of General Assembly resolution 62/208;

3. The pilot countries agreed that the principle of “No-One-Size-Fits-all” is being upheld, taking into account the great diversity of their national circumstances;

4. The One Programme is seen as responsive to national aid effectiveness agenda and serving as a framework to ensure UN coherence, synergies, filling gaps, building partnerships, and has resulted in a significant reduction of transaction costs. In order words, simplified planning processes and management practices at the country level have helped to reduce transaction costs for the Government of the countries concerned;

5. The pilot countries believe that the One Budget framework enables analysis and planning of resources mobilization options and ensures greater accountability, transparency and predictability, conducive to the identification of funding gaps, type and nature of funding required by the UN system. Moreover, the One Fund provides flexibility at country level to respond to country needs and enables donors to provide non-earmarked funds, while decreasing competition among UN agencies, funds and programmes;

6. The benefits of having One Leader were widely acknowledged and highlighted, including the opportunity to increase understanding of individual agency mandates, identify areas where comprehensive support is needed, and create synergies where comparative advantage is recognized as strength to the “Delivering as One”.

**Mr. Chairman,**

The seminar equally identified some of the major constraints and challenges that lie ahead in implementing “Delivering as One” Initiative. These include *inter-alia* the lack of predictability and timelessness of funding, lack of harmonization and simplification of business practices, high transaction costs of the UN operational activities, poor alignment of UN capacities with the priorities of program countries, as well as low level of use of national operational capacities.

To address these challenges, the seminar advanced concrete recommendations to allow the pilot countries to fully implement GA resolution 62/208 and support progress so far achieved at country level in the implementation of the “Delivering as One” Initiative.

To ensure the effectiveness of the operational activities of the UN, the participants of the Maputo seminar recommended the establishment, where necessary, of new or further improvement of existing national coordination structures to provide strategic orientation and programme implementation monitoring functions.

Hence, they stressed that the UN operational activities should focus on national capacity building, provide normative and policy advice, and strategic support to poverty reduction and make use of national operational capacities and strengthen capacities where needed at country level in consultation and coordination with national authorities of programme countries.

Concerning the role of the Resident Coordinator, the participants stressed the importance of strengthening the role, authority and coordination capacity of the RC through greater delegation of authority by agencies, funds and programmes. Indeed, it was felt that the role and authority of the RC needed to be further clarified and institutionalized in order to foster

enhanced responsibility, mutual accountability and effective implementation of the “Delivering as One”.

On the other hand, the seminar recommended concrete steps that should be undertaken at the UN headquarter, both at the level of intergovernmental bodies, as well as at the level of UN system chief executive structures, with the view to supporting the consolidation of the gains achieved at country level.

In this context, the participants to the Maputo seminar called the Secretary General to explore, through CEB, a simplified programme approval process for common country programmes, and the governing bodies of UN agencies, funds and programmes to urgently take necessary decisions to further simplify and fully harmonize the planning, programming and programme approval process, building on the positive experiences made with the common operational document.

The CEB was also called to accelerate the process of harmonising UN business practices to allow progress towards a more coherent and effective UN system response to Government preferred aid modalities.

Indeed, the increasing of Direct Budget Support in some countries, such as Mozambique where 19 donor countries and agencies support the state budget, calls for a more proactive UN in areas of capacity building and institutional development

to strengthen the relationship between the Direct Budget Support process and country management capacities.

For an effective use of savings, the pilot countries also called the UN agencies, funds and programmes at headquarter level to allow UN country teams, in close coordination with Governments, to identify the best ways and means in which administrative savings can be ploughed back into programme budgets.

Finally, we felt that a process leading to amend or renegotiate, where relevant, the Standard Basic Agreements between Governments and the United Nations should be envisaged in the near future. This process should aim at reinforcing and clarifying the responsibilities and mutual accountability between the United Nations Country Teams and the program country Governments, commensurate with the new global aid environment.

**Mr. Chairman,**

The outcomes of the Maputo seminar on “Delivering as One” Initiative are very encouraging. In particular, we are mostly encouraged by the fact that an increasing number of other programme countries have initiated similar process even though they were not officially selected as pilot countries, meaning that the “Delivering as One” process is increasingly viewed as playing a crucial role in accelerating the reform of the UN system at country level.

Therefore, we invite the General Assembly to fully support the programme countries engaged in “Delivering as One” in their efforts to achieve greater coherence, efficiency and effectiveness of the UN system.

Let me conclude by reiterating our engagement to move ahead in implementing the “Delivering as One” Initiative, as a fundamental tool to the full implementation of GA resolution 62/208 on Triennial Comprehensive Policy Review of operational activities for development of the United Nations system, a valid framework to reform the UN system and making it more responsive to the national development needs of programme countries.

I thank you.