



United Nations

Delivering as One in Mozambique

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Strategic inclusiveness: Delivering together as One

The UN in Mozambique has a tradition of inclusiveness. The acceleration of the UN reform in the current context of piloting has given the team an opportunity to strengthen this tradition, anchored on the firm conviction that we will be stronger and more effective by delivering together as one. Inclusiveness and the need for strategic focus are often discussed as



incompatible, or as being inversely proportional, meaning that the more inclusive you are the less strategically

focused you become.

There is nothing intrinsically incompatible between inclusiveness and strategic focus; in fact, inclusiveness offers a greater window of opportunity for strategic focus, as the experience in Mozambique shows. For example, in the UNDAF, a conscious decision was made to focus only on outputs involving at least two agencies. Far from diluting the UNDAF strategic focus, this step towards "delivering as one" highlighted not only the comparative advantage of the UN but also encouraged joint programming for greater efficiency, development results and impact. Similarly, the decision to develop an UNDAF Plus resulted in a greater focus on the contribution of specialized agencies and non-resident

agencies. As an illustration of this, the contribution of IFAD, ILO, UNIDO UN-HABITAT and UNEP in the ongoing programming process has increased, with added support from their regional offices and Headquarters. Similarly, the focus in the One Programme on core strategic areas of policy/advocacy, normative/technical support, capacity development, and partnership with civil society is benefiting from the inclusion of all agencies, funds and programmes. Inclusiveness does not mean that all agencies must be involved all the time in all aspects of everything being planned or done. It simply means that all agencies should be able to contribute to phases or aspects of programme design and/or implementation when they add value according to their comparative advantage and effective performance. This is strategic inclusiveness.

As the High Level Panel Report on System Wide Coherence makes it clear, "The value added of the (UN) system lies in harnessing the full array of capabilities under its umbrella in an integrated way, not in seeking narrow niches". Our diversity is indeed a richness when strategically coordinated for results that support national priorities in poverty reduction and human development. That is strategic inclusiveness: delivering together as one.

Ndolamb Ngokwey
Resident Coordinator

Name

"Delivering as One in Mozambique" is the provisional name given for the first issue of this newsletter, which will be edited and distributed monthly. This space is for the participation of UN staff in Mozambique to suggest a suitable name for the newsletter. The name should be creative, original and rooted in the Mozambican cultural heritage while bringing forth the idea of working together to deliver better results. Please send you suggestions to the UN Communication Working Group, RCO, on the address given on the second page. The winning suggestion will receive a prize.



United Nations Mozambique

function, Government involvement and leadership in the process. Another issue discussed was the shift from project to programme approach and the important need for decentralization of both financial resources and decision making power, particularly for the specialised agencies, if the One UN initiative is to be fully achieved.

The RC concluded by saying that the UNCT in Mozambique is committed to the UN Reform and the delivery of better results in a more cost-effective way. The building blocks for the One UN in Mozambique are ready. However, the commitment and support from all UN HQ will be a critical factor for the success and the permanent members were asked to bring this message back with them to Rome.

Permanent Representatives to IFAD/WFP/FAO visit Mozambique to learn more on UN Reform

A joint mission of Permanent Representatives to IFAD/WFP/FAO visited Mozambique in May to get a better understanding on how the three food and agriculture organizations deliver services at country level. In this context, a meeting with the UNCT was arranged to inform the mission members on the implementation of the UN Reform and the "Delivering as One" initiative.

The Resident Coordinator briefed the delegation on the stage of the

implementation of the One UN Initiative in the country. The mission members exchanged views and questions with the UNCT members, particularly on issues regarding the 'firewall' between the UNDP Resident Representative and Resident Coordinator





A much needed Development Information Centre (DIC) was launched in Maputo in a May, in a joint initiative by the Government of Mozambique, the World Bank, UNICEF and UNDP. This is the first initiative of its kind in the country. The launching ceremony was attended by high ranking government officials, members of the diplomatic community, representatives of UN Agencies and the World Bank, academics and the public.

The Centre is located in the premises of the Government owned National Public Library.

This centre makes accessible to the public books, publications, research papers, bulletins and other resources produced by the United Nations Agencies and the World

“Delivering as One” result: First Mozambique Development Information Centre Launched

Bank. DIC also provides a Web service, reading rooms and a mini conference room.

Speaking at the opening ceremony, Mozambique Education Minister Mr. Aires Aly said that this Center will contribute greatly to the achievement of the Millennium Development Goal of “Education for all by 2015”. “We are convinced that DIC will contribute to social, cultural and scientific progress as, its activities are geared towards making access to knowledge widespread; promote debates on development issues globally and in Mozambique in particular”.

The UN Resident Coordinator, Mr. Ndolamb Ngokwey said that the development of a country has necessarily to include capacity building of its human capital, an indispensable resource for development. “It is therefore our expectation that this centre will be a living centre, a true public arena where the national debate on development will take place and provide a valid contribution to the development of this

beautiful country and its wonderful people”.

For the World Bank Mozambique Deputy Representative to the inauguration, Ms. Susan Hume the DIC poses an opportunity and a challenge. The opportunity is to use the centre to its full capacity in our mission to eradicate poverty. The challenge is to make the centre relevant by making it known to the public, publicizing its services so that it can be fully utilized.



Mozambique Education and Culture Minister and UN Resident Coordinator inspect equipment at DIC inauguration ceremony.

Mozambique Government in the UN reform process



The Government of Mozambique is leading the One UN process, as evidenced by the involvement of the Prime Minister and her request to the UN Secretary General for the selection of Mozambique as a pilot country. This high level (President and Prime Minister) commitment needs to become the commitment of the whole Government at all levels, including sectoral ministries. In this regard, three meetings have been held since January with the Ministry of Foreign Affairs and Cooperation to prepare for wider governmental consultation and to discuss the establishment of a National Steering Committee by the end of June. In addition to national authorities, the Committee is expected to include representatives of the donor community, the civil society as well as the UN Country Team.

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Highlights

•Mission on joint resource framework

A high-level UN Joint Resource Framework mission visited Mozambique in April to assist the UN Country Team (UNCT) in the initial phase of the rollout of the One UN Initiative in the Country.

Consisting of senior specialists from UNDP, UNFPA, WFP, UNICEF, UNESCO, UNIDO and FAO, the mission also supported the UN Country Team in its review of options for the establishment of the One UN Fund to support the One UN Plan 2007-2009, in line with national priorities. This is the first ever mission of its kind with such a representation of agencies.

•Donors interested in the UN reform

A briefing session of the donor community on the One UN Initiative was held on May 30, at the request of the Ambassador of Netherlands. UN Resident Coordinator made a presentation on the UN Initiative, in the meeting which was attended by a large number of representatives from the donor community and the UN Agencies.

The UN RC explained the background for the initiative and why Mozambique was selected as a pilot country. He further elaborated on the approach taken by the UNCT in Mozambique and some of the challenges that the UNCT was facing in implementing the initiative. He stressed that donors have a critical role in providing the political support both from the own national governments and vis-a-vis the Government of Mozambique as well as providing financial support to the One UN fund.

•MDG Achievement Fund (Spanish Funds)

Joint Program Proposals on Environmental and Climate Change and Women's Empowerment and Gender Equality are being finalized and will be submitted to the Spanish Fund by 8th June. The Environment and Climate Change program will have the participation of Ministries for Coordination of Environment Affairs (MICOA), Agriculture (MINAG) and Tourism in collaboration with UNDP, UN-HABITAT, FAO, UNEP, UNIDO and WFP. The Women's Empowerment and Gender Equality program will be implemented by UNFPA, UNDP, UNIFEM, UNIDO, FAO, ILO, UNICEF, UNESCO and WHO.

Up coming events

- 31 May launch of new UN Mozambique website www.unmozambique.org
- Week of 4. June Meeting with MINEC to discuss finalization of the Delivering as One Operational Plan including establishment of One UN Steering Committee and official launch of One UN in Mozambique
- UNICEF Representatives from the eight pilot countries will meet in Geneva from 5-7 July to share their experiences and discuss lessons learned in the implementation of the One UN initiative.
- 11 June, Rome, FAO Director General to address forum with all Permanent Representatives to FAO on the One UN.
- 12-13 June, forum to take place in Rome, with all FAO Representatives from the 8 One UN pilot countries including FAO staff in Rome.
- Week of 18 June The UN Resident Coordinator to participate in meeting with 7 other pilot countries Rcs.
- Week of 18 June visit of Global DGO focal point on Common Services / Common Premises
- Week of 25 June visit of Boston Consulting Group and Regional Director's Team to meet with UN Country Team to discuss Change Management Process and Capacity Gaps
- Week of 25 June joint GoM/UN Launch of the One UN Initiative in Mozambique
- Week of 25 June UN Communication Working Group working with external consultant to finalize communication as one strategy and workplan



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