

Delivering as One: Making the UN system more coherent, effective and efficient

The creation of the Delivering as One pilots was recommended by the Secretary-General's High-Level Panel on UN System-wide Coherence, a group of heads of state and policy makers tasked to examine ways to strengthen the UN's ability to respond to the challenges of the 21st Century.

The Delivering as One pilot initiative builds on the existing reform agenda set by UN member states, which asks the UN development system to accelerate its efforts to increase coherence and effectiveness of its operations in the field through the establishment of Joint Offices. In response to the High-level Panel's Report and consistent with the work under the TCP, the Secretary-General requested the Chair of the UNDG to move forward with the implementation of the Delivering as One pilots.

When the Secretary-General launched Delivering as One in 2006, the governments of eight countries—Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Viet Nam—volunteered to become “Delivering as One” pilots. The pilot countries agreed to work with the UN system to capitalize on the strengths and comparative advantages of the different members of the UN family. Together they are experimenting with ways to increase the UN system's impact through more coherent programmes, reduced transaction costs for governments, and lower overhead costs for the UN system.

The eight pilots are making reforms based on four principles: One Leader, One Budget, One Programme, One Office.

These changes respond to varied needs while drawing on all parts of the UN system, whether based in the country or not. The exercise has already helped to align our programmes and funding more closely to national priorities. It has strengthened government leadership and ownership. It is ensuring that governments have access to the experience and expertise of a wider range of United Nations organizations to respond to their national priorities. Several issues we work on have seen increased emphasis, most notably on support to the productive sector, employment, trade, protection of the environment, adaptation to climate change, the global food crisis, and the financial crisis. This improvement has emerged from a process where UN agencies that aren't physically present in the pilot countries have been able to spend more time advising their governments without having to set up costly offices.



Delivering as One has brought together partner countries, donors and UN country teams with fresh energy, momentum and a greater sense of common purpose. By strongly encouraging the eight pilot country teams to implement reforms and by giving them broad latitude to innovate and experiment with ways of working together as one UN team, Delivering as One has tested a number of different ways of working together.

Standard Operating Procedures

In order to ensure that the second generation of Delivering as One is firmly focused on results, strengthened accountability, monitoring and evaluation, and improved outcomes, Standard Operating Procedures have been developed in August 2014 to provide to UN country teams, governments and partners in countries that call on the UN to adopt the Delivering as One approach an **integrated package of clear, straightforward and internally consistent guidance on programming, leadership, business operations, funding and communications for country-level development operations**. The SOPs further provide information for programme countries that are considering adopting the Delivering as One approach, presenting the approach simply and clearly; and identify and recommend critically important policy and procedural changes that agency HQs should make in order to reduce transaction costs for governments, development partners and UN country teams, and enable joint focus on results at the country level. www.undg.org/content/un_reform_and_coherence/delivering_as_one



Advantages of Delivering as One

